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ABSTRACT

Intended for use with business and industry personnel, the resource directory is part of a kit designed to demonstrate how individuals with disabilities and older persons can be assimilated successfully into the labor force. The first chapter provides an overview of employment projects with specific emphasis on jobs that may provide potential for persons with special needs. This chapter also lists about 55 references and provides an appended listing of sample jobs with potential for persons with special needs. The second chapter identifies some of the programs, models, and innovations that industries have used to successfully employ persons with disabilities. These include competitive employment, supported employment, job placement programs, work stations or enclaves in industry, mobile work crews, and affirmative industries. Chapter 3 describes companies and model programs that have been successful in employing older workers. Models include part time employment, job re-design and job sharing, retraining, transition to retirement, and full time employment. Chapter 4 lists resources that can provide information about various types of adaptations and accommodations as well as companies and organizations that supply information about employment of persons with special needs. (DB)

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TOGETHER
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BUSINESS PRACTICES AND RESOURCES

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Successful Job Matching and Job Placement Systems for the Developmentally Disabled and the Older Worker

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Lois Rood
Floyd Waterman

DEPARTMENT OF HEALTH & HUMAN SERVICES

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While serving as Commissioner of the Administration on Developmental Disabilities, I had the opportunity to develop an Employment Initiative Campaign for employment of workers with disabilities. I am pleased to say that our campaign goals have not only been achieved, but exceeded. This success is due to the dedicated efforts of Governors' Planning Councils, various government committees and commissions, and, most importantly, employers who share our vision of economic self-sufficiency for all Americans with special needs. We have come a long way; more persons with disabilities are working but we still have far to go.

In the next century, the public and private sectors must work together toward a better transition for people with developmental disabilities from special education programs into the world of adult challenges and opportunities. Work provides not only financial benefits, but therapy; it contributes to self-identification and self-worth and is an economic necessity for most of us. The Employment Initiative offers great challenges and opportunities for developing and implementing creative approaches to this transition.

Researchers at the Center for Applied Urban Research, University of Nebraska at Omaha, found that many myths and stereotypes exist. They found that labels such as "disabled" and "older worker" sometimes create barriers to employment for these workers who have job skills but who also have special needs. Their investigation into the employment programs serving both individuals with disabilities, and older persons, revealed the need for closer cooperation between the public and private sectors. While some employers fear that accommodations will be elaborate or expensive, they are often very simple and inexpensive. Frequently, the employee can identify the best solution to the problem.

A vast and valuable pool of individuals with special needs are available and qualified for work. Although training materials exist to explain how employers can meet legal requirements, few provide specific information about developing partnerships between employers and human service agencies to tap the resources of workers with special needs. These materials will be useful to employers and will foster a job match that creates good business.

Jean K. Elder

Jean K. Elder, Ph.D.
Assistant Secretary
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BUSINESS PRACTICES AND RESOURCES

A Note From the Compilers

Introduction and Purpose

This training kit, *Job Match: Together for Good Business*, is designed to assist business, industry, and human service agency personnel prepare to employ workers with special needs. Readers should refer to the booklet, *Introductory Guide: How to Use This Kit*, which explains the contents and purpose of the kit. Four instructional modules address finding, hiring, training, and supporting workers who are older or who have disabilities. Audio-cassette tapes and a videotape are also provided. This volume is a directory of businesses and human service agencies that are actively employing and placing workers with special needs.

While designing this training kit we developed the term workers with special needs (individuals with disabilities and older persons) to describe the target population. We decided the task of finding, hiring, training, and supporting workers with special needs was feasible because the real issue was maximizing an individual's abilities in the workplace for the benefit of a particular employer.

The concepts of age and disability are relative. The perception of age is largely dependent on the person's self-concept, other people's perceptions, and the age of the individual in relation to the average age of other individuals in a particular field. For example, an athlete may be considered old at 30, but an orchestra conductor may not peak until age 60.

Individuals are handicapped not only by physical, emotional, and mental limitations beyond their control, but also by the attitudes of others and the lack of services and resources to accommodate disabilities. An individual is handicapped by the severity of the limitation in performing the same tasks as others within a particular environment. For example, a person with paraplegia who uses a wheelchair but has access to a job that enhances capabilities with adaptive equipment is not handicapped in the same way that a person who lives in a community where no jobs or adaptive equipment are available.

Business Practices and Resources is a resource directory that demonstrates to businesses and human service agencies how persons with special needs are employed successfully in a variety of settings. This directory contains four chapters. The first, by Claude Whitehead, provides an overview of employment projections with specific emphasis on jobs that may provide maximum potential for persons with special needs. The second chapter lists some of the programs, models, and innovations that industries use to successfully employ persons with disabilities. Chapter 3 describes the companies and programs that have been successful in employing older workers. Chapter 4 lists resources that can provide information about various types of adaptations and accommodations as well as companies and organizations that supply information about employment of persons with special needs.

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Chapter 1

Employment Opportunities of the Future for Persons with Special Needs

Claude W. Whitehead

Employment Projections

Projections of employment growth (U.S. Department of Labor, 1984) provide target areas for exploration as job opportunities for persons with special needs. Total employment is projected to reach almost 123 million in 1995, a gain of almost 16 million jobs from 1984. About nine out of ten of these new jobs will be added in a service-producing industry (transportation, communication, public utilities, trade, finance, insurance, real estate, miscellaneous services, and government). The remainder are projected to be goods-producing jobs (manufacturing, construction, mining, and agriculture).

Personick (1985) suggests that one component of the broadly defined service-producing sector, the miscellaneous services sector (which includes business, personal, and medical services), will account for almost half of the 16 million new jobs. By 1995, this sector is expected to account for more than one of every four jobs in the U.S. economy.

The business services industry is projected to have the most new jobs and the second-fastest rate of growth among 149 industries studied (U.S. Department of Labor, 1985). The continued shift toward contracting out some firm operations and growth in demand for computer software and other types of modern business services are factors underlying this development.

Jobs in durable goods manufacturing industries are projected to rise by about 1.5 million, but this growth will be partly offset by a 0.1 million decline in nondurable goods jobs. Employment in manufacturing is projected to just top 21 million by 1995, slightly below its 1979 peak.

Of the projected 122.8 million workers for 1995, 8.9 million are expected to be nonagricultural, self-employed, and unpaid family workers. The number of self-employed persons has been rising in recent years, especially during the cyclical downswing. When new hiring is tight, some people go into business for themselves or supplement their salaried jobs with side businesses. Most self-employed jobs are concentrated in trade or service industries. Personick (1985) indicates that despite the shrinking importance of the cyclical factor, the projected continued shift to service sector employment will contribute to the growth of self-employment--by increasing the demand for business and professional consultants, for example.

The business sector growth is attributed to two major causes, both of which have implications for employment for persons with special needs. First, many new types of services are integral parts of modern business operations; second, firms have found it more efficient to contract out many of these services rather than rely on in-house staff. An outside contractor can maintain a large specialized staff and enjoy the economies of scale not possible for each individual firm. For permanent services, such as security or janitorial, overhead and managerial expenses are reduced by contracting out, and for one-time or infrequent operations, it is often quicker and cheaper to hire outside expertise (or labor) than to develop it in-house. Contracting out for the proliferation of new services required in today's economy has strongly spurred employment growth in the business services industry.

Employment in the data processing portion of the computer industry also will increase but much less rapidly than jobs in programming and software services. However, hardware developments which will allow more on-site processing and repetitive data processing tasks generally require less highly specialized skills than programming and software services. These developments in new hardware and software now permit a firm's nontechnical personnel (or contractors) to perform routine processing, presumably bringing jobs within reach of our target population.

The temporary help industry is another business service with potential for rapid growth. Firms have become more successful in using temporary help to meet peak loads and to weather business cycle swings without having to hire or fire permanent employees. Also, more workers may be willing to work as temporaries in coming years because of the opportunities for flexible scheduling and part-time employment. Between 1978 and 1983, employment in temporary help agencies grew a rapid 6.6 percent a year, and in 1984 alone the job level increased another third. The use of temporaries is expected to increase 5 percent a year.

Trade industries also top the list of growth areas. Employment in wholesale and retail trade and in eating and drinking establishments is expected to grow by 4 million to more than 28 million by 1995. Of special interest is the projected shift in the type of eating establishments--from dominance by fast-food restaurants to more sit-down (labor-intensive) restaurants as a result of the increase in the older population and their preference for a more relaxed meal. Other retail establishments projected to show large job gains include grocery and department stores, general merchandise stores, fuel and ice dealers, household appliance stores, and furriers.

The health care industry is expected to sustain its growth of the past decade, but the cost-containment measures recently initiated are expected to cause a shift from the general hospital to less intensive and less expensive nursing homes, extended care facilities, and home-based care. The needs of the expanding elderly population also will be a factor in the shift.

Employment in the insurance industry is not expected to show relative growth, but the industry is likely to become more automated, with functions once requiring skilled underwriters becoming feasible for clerical personnel.

Private household workers are expected to continue their long-term employment decline, however, the rate of the decline is expected to be considerably slower than the rate of the decline over the past decade, according to U.S. Department of Labor projections (1985). This surprising finding or projection is contrary to expectations of demand growth in light of the steady current increase in the number of two wage-earner families. Recent reports of markets for crews of household cleaners using workers with disabilities suggest that the market may grow if performance is assured, as it is in the case of special crews.

The expansion of detailed industries and the changing occupational structure of industries are factors that affect employment. For example, the growth of health-related occupations is tied closely to the growth of the health services industry, but the growth of the banking industry has little direct impact on the health occupations.

The main causes of changes in occupational structure within industries, according to Personick (1985), are (1) changes in technology, (2) changes in business practices and methods of operation, and (3) changes in product demand. Technological innovations may increase or reduce labor requirements (or reduce skill requirements).

In addition to technological innovations, changes in business practices and methods of operation affect the occupational structure of an industry. For example, the growing practice of businesses contracting out building cleaning services will reduce the proportion of employment accounted for by janitors and cleaners in most industries. However, the negative effect of this trend on employment of janitors will be offset by significant gains in employment in the business cleaning services industry.

These changes in business practices have a major impact on the types of innovative models and strategies that can be developed to meet the needs of industry while still providing employment opportunities to people with special needs. These innovative models and strategies are discussed in Chapter 3 of Instructional Module II, *Building Effective Partnerships: A Win-Win Approach.*

Implications of Job Projections

In order to assess the implications of the U.S. Department of Labor's forecasts it may be helpful to summarize the findings which seem to have significance for this analysis of job opportunities of the future:

- High technology growth: good and bad news--technology will assist in overcoming physical limitations, reduce the impact of decisionmaking requirements, and expand the range of feasible jobs. But, the high technology field is relatively small (although growing rapidly) and, consequently, overall impact is likely to be limited.

- Assumption that advanced technology requires higher skill is challenged (National Academy Press, 1984). Sometimes a lesser skill is required; advanced technology may reduce the skills needed, for example, through the use of new diagnostic tools.

- Improved technology is having another impact on jobs, especially service occupations. As a result of medical/health technology expansion, the general population is living longer (getting older), thus, changing the type and character of service needs (market for services). Implications for employment for the target population include:

    -- Food service industries are likely to shift from fast-food to sit-down restaurants as the elderly customers' influence expands. This would expand the range and variety of unskilled and semiskilled jobs.

-- Health care is expected to shift from intensive and acute care services to more nursing home and extended care services as a result of continued cost escalation (and increased government efforts to control expenditures) in acute care. Also, as the needs of older people become more significant and they require longer periods of health care but are unable to afford the general hospital services, the shift away from acute care will expand. This has potential in the job opportunities for aides, attendants, and assistants. Closely related to growth in extended care services is home health care, another area receiving attention in an effort to contain costs and create a more personal environment.

By the year 1990, the nursing home industry alone is expected to increase its employees by 42 percent. According to that industry's 1990 projections, the United States will require 587,000 additional beds, and jobs for 14,700 administrators, 22,000 medical and allied health persons, 19,600 therapists, 49,900 licensed practical nurses, 35,600 registered nurses, and 194,300 nurse aides (Shannon, 1985).

- Automation may eliminate some routine jobs, but it also will create new jobs. For example, modular construction techniques are enjoying increased popularity in equipment manufacturing, resulting in ease of repair--the defective module (component) is simply replaced. One illustration is the computer industry--computer manufacturing is automated to the extent that assembly and repair can be completed by assembling (or replacing) prefabricated modules/components, a task involving far less skill than was required in the original equipment design.

- Part-time and temporary jobs are expected to increase, expanding job opportunities for persons who are unable to physically sustain a full workweek.

- The practice of contracting for services is growing and expected to continue to expand as employers become more profit-conscious (*U.S. News and World Report*, 1985). This would permit the current crew, labor/work crew model popular in supported employment, to expand to new fields of business and industry.

Private temporary placement officers are also popularized among employers who hire older workers. Dun and Bradstreet hires older workers through the New Life Institute. A Chicago bank employs older workers on a part-time basis through its own temporary-help firm, Ready Work Force. Another large corporation contracts with Mature Temps to employee retirees (Sandell, 1985, p. 38, 39, and 43).

- Companies are finding it advantageous to break manufacturing and production operations into smaller, more autonomous units (Carnes, 1984), moving away from large industrial plants. This change also includes relocating jobs to the employees' homes, a change made possible through development of electronic terminals which can be linked to central computers. Both changes have implications for persons with special needs. The shift to smaller components could focus attention on the continuing need for on-the-job support of employees and the move to home-based employment could open the job market for persons with mobility and other transportation problems or needs. The advantages and disadvantages of these two types, however, need further consideration.

- Small business enterprises operated by individuals with special needs are an untapped opportunity made more feasible with improvements in vocational education programs. A variety of enterprises have been funded through various federal resources (for example, Small Business Administration loans, federal/state human service agency resources, and government grants), most often as demonstration projects. As experience is gained and technical assistance resources are developed, the self-employment option should expand considerably.

It is important to note that the pathway to operating a business enterprise is most often through experience as an employee. Self-employment is not generally a beginner's option.

- Labor turnover (hiring, firing, and replacement costs) is expected to increase in the future. The turnover problem could represent another opportunity for job placement agencies serving persons with special needs to refer job-ready workers. This option assumes that there has been screening and evaluation of worker candidates, which is superior to the traditional services provided to worker candidates by public and private employment agencies. In addition, the ability of agencies to provide follow-up and follow-along services to placed workers also will be an incentive for employers.

- Fewer youths will be competing for entry-level jobs as the population ages, thus, opening the field for persons with disabilities, older workers, and other disadvantaged groups.

- Growth in selected occupations and declining employment in other areas need close examination on a state-by-state basis because of regional and geographic differences (Rustbelt vs. Sunbelt), but, for general purposes, service occupations are projected to have sustained growth (U.S. Department of Labor, 1985). A variety of job clusters exist within the category, but the following seem to be realistic and feasible targets:

  - Health technologists and technicians
    - ☐ Clinical laboratory technologists and technicians
  - Technologists and technicians, except health
    - ☐ Electrical and electronics technicians
  - Administrative support occupations, including clerical
    - ☐ Shipping and receiving clerks
    - ☐ Teacher aides
  - Other services occupations
    - ☐ Food and beverage preparation (including cooks, chefs, bartenders, waiters, and waitresses)
    - ☐ Health service occupations (including nursing aides, orderlies, and attendants)
    - ☐ Cleaning service occupations (including building custodians)
    - ☐ Personal service occupations (including cosmetologists)
  - Mechanics and repairers
    - ☐ Vehicle and mobile equipment mechanics and repairers
    - ☐ Coin machine servicers and repairers
    - ☐ Industrial machinery repairers
    - ☐ Office machine repairers

The above listing is a tentative projection, based upon U.S. Department of Labor categories. Considerable additional research will be necessary at both the national and state levels. Also, the occupation clusters listed above should be explored from two perspectives: (1) as areas for skilled or semiskilled placements and (2) as areas in which unskilled workers might be placed as aides and helpers.

An abstract of the job outlook developed by the U.S. Department of Labor (Spring 1984) is presented for jobs and job clusters which appear to have some potential for persons who have special needs in employment (appendix). The reader should review these jobs using a functional approach. In other words, one should determine the potential of a job based on the functional requirements of that job in relation to the functional abilities and limitations of a particular person. Labels such as "mentally retarded," "physically disabled," "psychiatrically disabled," or "elderly" are of little use in determining a person's suitability for a particular occupation.

In addition to viewing this list from a functional approach, one should also consider the most suitable type of model or innovative approach that could be used to meet the needs of a particular company. A variety of possible strategies of employment could range from individual worker employment to enclaves in industry to mobile work crews. These models are provided in Chapter 3 of Module II, *Building Effective Partnerships: A Win-Win Approach.*

Incentives for Older Workers

A variety of new programs are being developed as employment incentives for older workers. Cooperman and Keast (1983) describe two such programs: Educate Public School Program (EPSP) and Midwest Public Employee Retirement System (MPERS). The first, EPSP, permits vested employees to retire at age 60 or older while guaranteeing re-employment in the same job for which the older worker is qualified. This policy remains applicable provided the retiree applies for re-employment by August of the year in which the vested employee is seeking employment. The other example, MPERS, was altered in 1978 to eliminate a penalty which reduced pension benefits if an individual retired from MPERS but subsequently returned to other employment. Thus, two previous disincentives were reversed and became incentives for older workers to return to employment.

In the public sector, policies are gradually changing to encourage more options for workers over age 65. Since 1972, Social Security ceilings have been raised on the amount of money that a pensioner may earn without loss of pension benefits. The previous ceiling was $2,400 and it is now $6,000. After age 70 there is no loss of Social Security benefits, regardless of the amount of earnings.

By the year 2015, the population aged 55 and over is expected to increase to nearly 7 million, which represents one in four persons. Thirty-five million Americans will be at least 65 years of age and it is expected that 60 percent of that group will be females (Morrison, 1983).

Areas of Opportunity

In 1984-90 and beyond, persons with severe physical, sensory, and mental limitations seem most likely to find and keep jobs in the following areas of employment (Bowe, 1984):

- *General Services.* This area includes direct services to members of the general public and to employers. Examples include secretarial and related office work; hotel, motel, and convention service crews; and home management services.

- *Special Services.* This group includes jobs in which workers provide direct services and other assistance (including devices and equipment) to persons with special needs, such as older citizens, people with chronic health problems, and persons with disabilities.

- *Sales.* This includes a variety of selling, ranging from clerical activities to direct marketing from an office, sales room, or home.

- *Information Services.* In this group, experts, technicians, and others who are highly skilled offer guidance and advice to corporate and individual clients, including persons with special needs. Examples include lawyers, accountants, insurance agents, stock analysts, and personal affairs managers.

- *Entrepreneurship.* People start their own businesses to take advantage of two factors: their own special expertise and market demand that is not being met by others. Entrepreneurs do just about every imaginable kind of job. For persons with special needs, the business enterprise traditionally has ranged from vending stand operation to business machine repair and related business services, but ownership of a business is generally not advised for beginners.

These five areas appear to represent the most interesting opportunities because labor market, labor force, worker characteristics, and accommodation aid factors converge to create particularly favorable conditions. The areas are described below.

General Services. Opportunities in this area are very attractive for many persons with special needs for a number of reasons. First, many, if no most, of these jobs require little in the way of previous education and training because they usually feature employer-provided training. Many employers insist on doing their own training of general services workers and discourage highly educated people from entering such jobs. Given that many persons with vocational limitations have educational-attainment levels lower than the average for the general public, this characteristic may make this area appealing for many.

Second, competition for such jobs generally is very limited, compared with the demand in many other fields. Third, and important to this discussion, the number of openings in this area is projected to grow very rapidly until the end of the century. Fourth, for employees of fairly large corporations, upward mobility is often possible because many such companies offer employees training at the firm's expense. Fifth, investment in technology to aid such workers is surprisingly inexpensive. The use of personal computers and personal work stations in the office, for example, is growing exponentially. Such devices are easy for many persons with physical limitations to use and, increasingly, the technological advances are such that some computers can convert written text to voice for persons without vision. Within the next 5-10 years some machines will also hear for workers who are hearing impaired.

Special Services. Opportunities in this group likely will explode in number at least until the year 2030 because the population of older and disabled individuals will grow rapidly during this period. The move away from institutions and toward community care, as in independent living and home health care services, for example, adds to the growth in this realm of employment (U.S. Department of Labor, 1985). And, because many older people and people with severe disabilities have firsthand experience with limitations of activity as well as with effective and inexpensive solutions to the common problems of daily living, they can call upon their own experiences to help meet the needs of other people with special needs (Bowe, 1984).

Technology is providing one major reason for explosive growth in the special services area. Reasonable accommodation aids and devices are increasing in number and effectiveness even as they are dropping in price.

Sales. The most interesting reason for highlighting sales as a pocket of opportunity for persons with special needs is that telemarketing is increasingly becoming the most popular technique. It is much less costly, companies find, to operate with 800-numbers or WATS lines than it is to send salespeople to visit customers (or to maintain showrooms). In response to this new opportunity, increased numbers of businesses with products to sell are installing computerized systems which provide significant data about sales prospects at a job site, possibly in a remote or otherwise isolated location, even in the home of the individual. Orders are recorded, invoiced, and shipped through the same new technical system. These same devices can provide, with fairly minor adjustments, one-key capabilities so that persons with severe physical disabilities can operate them effectively.

Information Services. As our society becomes increasingly complex, individuals and corporations need increasing amounts of information upon which they can base decisions (*U.S. News and World Report*, 1985). But, the real need is for interpretation, analysis, and synthesis of data, especially in financial, legal, and legislative areas. Other kinds of information services are also highly valued in today's society.

Entrepreneurship (Self-employment/Business Enterprise). Persons entering this area should be aware of the requirements of skill in producing a commodity or service as well as the need for marketing and business management skills. Someone starting a business needs to know the particular field or work very well and must have the kinds of contacts that will get the enterprise initiated properly and efficiently. Good financial and marketing advice is essential. It is very important that persons seeking to enter this arena have good technical assistance. The Small Business Administration (SBA) has excellent written resources and manuals. The SBA also has consultants who can be made available on a volunteer basis or at minimal cost.

The opportunities for employment of workers with special needs will depend largely upon employers developing an awareness of the potential for this large group. More companies will begin to utilize the vast pool of workers with special needs because of the decreased availability of younger workers.

Opportunities will also depend upon installation of newer personnel policies and programs, such as flexible scheduling, part-time employment, consultant arrangements, contracting, and mobile work crews and accommodating health needs (perhaps sit-down work stations rather than standing). It will require new approaches to finding, hiring, training, supervising, and maintaining workers with special needs. Finally, it may require the development of a new alliance between business and human service agencies. This training kit is designed to help a business take advantage of the potential of the older worker and the worker with disabilities.

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Appendix

Sample of Jobs with Potential for Persons with Special Needs

Cluster subgroup, and occupation	Estimated employment (Number) 1995	Percentage change in employment (Percent) 1995	Numerical change in employment (Number) 1995
HEALTH TECHNOLOGISTS AND TECHNICIANS:			
Clinical laboratory technologists and technicians	209,000	40	83,000

Employment prospects: Employment expected to grow faster than average due to the importance of laboratory tests in medical diagnosis and treatment, the health care needs of a growing and aging population, and broad coverage of clinical laboratory services under public and private health insurance.

TECHNOLOGISTS AND TECHNICIANS, EXCEPT HEALTH:			
Electrical and electronics technicians	366,000	61	222,000

Employment prospects: Employment expected to increase much greater than the average due to increased demand for computers, communications equipment, military electronics, and electronic consumer goods. Opportunities will be best for graduates of post-secondary technical programs.

ADMINISTRATIVE SUPPORT OCCUPATIONS INCLUDING CLERICAL:			
Shipping and receiving clerks	365,000	18	66,000

Employment prospects: Employment expected to increase more slowly than average due to automation and the concentration of these clerks in slow-growing industries, principally manufacturing and wholesale trade. Nonetheless, many job opportunities are expected because the occupation is large.

Health Service Occupations--

Dental assistants	153,000	42	64,000

Employment prospects: Employment expected to grow faster than average because of greater demand for dental care and dentists' desire to increase productivity by using assistants for routine tasks. If the abundant supply of dentists leads to lower patient loads, however, dentists may hire fewer assistants and employment would grow more slowly than currently anticipated.

Nursing aides, orderlies, and attendants	1,218,000	35	423,000

Employment prospects: Employment expected to grow faster than average due to increasing demand for health care of a larger and longer-living population. Numerous job openings are expected, especially in nursing homes and other long-term care facilities.

Cleaning Service Occupations--

Building custodians	2,828,000	28	779,000

Employment prospects: Employment expected to grow about as fast as average as the number of office buildings, factories, hosptials, schools, apartment houses, and other buildings increases.

Cosmetologists	519,000	20	103,000

Employment prospects: Employment expected to grow about as fast as average as demand for beauty shop services rises. Opportunities for part-time work should be very good.

MECHANICS AND REPAIRERS:

Automotive body repairs	155,000	26	41,000

Employment prospects: Employment expected to increase as fast as average due to growing numbers of vehicles and traffic accidents.

Automotive mechanics	844,000	38	324,000

Employment prospects: Employment expected to grow faster than average due to the growing number of automobiles. Job opportunities will be plentiful for persons with formal training.

Other Mechanics and Repairers--

Coin machine servicers and repairers	31,000	38	8,700

Employment prospects: Employment expected to grow about as fast as average due to the growing number of coin-operated machines in service. Excellent prospects are expected for persons with a background in electronics.

Industrial machinery repairers	330,000	29	95,000

Employment prospects: Employment expected to grow about as fast as average due to the need to maintain complex machinery used increasingly in manufacturing, coal mining, oil exploration, and other industries.

Office machine repairers	56,000	72	40,000

Employment prospects: Employment expected to grow much faster than average as the number of machines increases. Employment prospects will be good.

CONSTRUCTION OCCUPATIONS:

Carpenters	863,000	29	247,000

Employment prospects: Employment expected to grow about as fast as average due to increasing construction of new structures and alteration and maintenance of old ones. Carpenters with all-round training will have the best prospects.

Cement masons and terrazzo workers	95,000	43	41,000

Employment prospects: Employment expected to increase faster than average due to growing construction activity and greater use of concrete as a building material.

Drywall applicators and tapers	76,000	41	31,000

Employment prospects: Employment expected to grow faster than average due to increasing commercial and residential construction.

Insulation workers	47,000	44	20,000

Employment prospects: Employment expected to grow faster than average as emphasis is placed upon energy efficiency of houses and other buildings.

Painters	362,000	234	82,000

Employment prospects: Employment expected to grow about as fast as average as more workers are needed to paint new and existing buildings and industrial structures.

Roofers	102,000	27	27,000

Employment prospects: Employment expected to increase faster than average due to use of air-conditioning and heating ducts and other sheet-metal products in new construction and high demand for more efficient air-conditioning and heating systems in existing buildings.

PRODUCTION OCCUPATIONS:

Blue-collar worker supervisors	1,200,000	27	320,000

Employment prospects: Employment expected to increase about as fast as average. Nonmanufacturing industries, especially trade and services, will account for a large part of the increase.

Bookbinders	30,000	20	6,100

Employment prospects: Employment expected to grow about as fast as average in response to growth in the printing industry. Opportunities for machine bookbinders are expected to be better than those for hand bookbinders.

Dental laboratory technicians	51,0001	26	13,000

Employment prospects: Employment expected to grow about as fast as average due to rising incomes, growing popularity of orthodontal work, and the increasing number of older persons who require dentures. Intensified competition among dentists could lead to more aggressive marketing of orthodontal and restorative dentistry, causing demand for dental laboratory services to rise even more. Excellent opportunities are expected for graduates of approved programs.

Furniture upholsterers	37,000	8	3,100

Employment prospects: Employment expected to increase more slowly than average as people buy new furniture instead of reupholstering the old.

Assemblers	1,313,000	25	332,000

Employment prospects: Employment expected to increase about as fast as average. Because most jobs are in durable goods industries, economic conditions and national defense spending will continue to affect job prospects.

Truck drivers	2,402,000	24	578,000

Employment prospects: Employment expected to grow about as fast as the average due to growth in the amount of freight being shipped. Keen competition is likely for jobs in this high-paying occupation.

HANDLERS, EQUIPMENT CLEANERS, HELPERS, and LABORERS:

Construction laborers and helpers	576,000	29	165,000

Employment prospects: Employment expected to grow about as fast as average. Job openings should be plentiful because turnover is high.

Source: *Occupational Outlook Quarterly* U.S. Department of Labor, Bureau of Labor Statistics, Spring 1984.

Chapter 2

Employing or Placing Workers with Disabilities

As America's younger work force diminishes, employers will find increasingly that workers with special needs, (those who have disabilities and older workers) are a great untapped resource. Unique situations must be addressed if this vast pool of workers is to be used properly. Some workers with special needs will require specialized training and some will require continuing support after employment. Business and human service agencies will need to forge a new alliance, a partnership.

Table 1 lists the opportunities and challenges for employers, for workers with special needs and for society (adapted from *Generations: Quarterly Journal of the American Society on Aging*).

Table 1

Opportunities and Challenges for Employing Workers with Special Needs

OPPORTUNITIES	**CHALLENGES**
For Employers:	**For Employers:**
■ A loyal, dependable, productive work force. ■ Assistance in training employees to accomplish a specific job. ■ Lower turnover with employees committed to being successful on the job.	■ Develop nondiscriminating practices in hiring and retaining employees. ■ Design accommodations, if needed, to compensate for special needs on a specific job.

- Selecting the best worker for a job, regardless of special needs.
- Meeting requirements of section 504 of Vocational Rehabilitation Act.
- Maintaining long-time employees who have been injured or become ill while working for the company.

For Workers With Secial Needs:

- Pay for work performed.
- Sense of self-worth and productivity.
- Opportunity to participate in an integrated setting.
- Opportunity for removal of sense of isolation.
- Contribution to family and society.

For Society:

- Enhanced perception of the role of persons with special needs in the work setting.
- Integrated opportunities for able-bodied people and persons with disabilities to meet and become acquainted.
- Opportunities for persons, once dependent on society, to become independent of social welfare programs.

- Develop in-house seminars and communication devices that teach nondisabled employees the benefits that workers with special needs bring to the job and discourage the use of labels and prejudicial statements.
- Expand work options for all employees--job simplification, redesign, accommodations.
- Develop a mentor program where one employee teaches another.
- Explore different models of suported work including enclaves, work crews, and on-the-job experience.

For Workers With Special Needs:

- Learn a new job thoroughly and adapt, when necessary, when the job changes.
- Develop skills in community access, including transportation and restaurants.
- Develop social skills necessary to get along smoothly on the job.

For Society:

- Enact laws and statutes that are nonprejudicial to persons with special needs.
- Educate the general public about the abilities of persons with disabilities.
- Discourage the use of labels and derogatory terminology when speaking of or to persons with special needs.

Introduction

Persons with special needs are being employed in all kinds of jobs and industries. Fifty-one companies and nine industries that have hired persons with special needs are listed in *Disabled Americans at Work*, edited by Ralph Rathburn and prepared for the President's Committee on Employment of the Handicapped by The Dole Foundation. Personal success stories of employees in each of the companies are cited. Some of the companies listed are American Express, Dow Chemical, Honeywell, General Motors, Marriott Corporation, and Texaco. The Menninger Foundation of Topeka, Kansas, publishes a list of Projects With Industry (PWI) that is also helpful.

Some companies employ both older workers and workers with disabilities; but some companies employ mostly older workers, while others employ mostly workers with disabilities. In chapter 2, employment of workers with disabilities is discussed, while Chapter 3 addresses employment of older workers.

This chapter includes lists of companies and human service agencies that actively employ or place workers with disabilities. It is divided into the following sections: Competitive Employment, Job Placement Programs, Supported Employment, Work Stations in Industry (Enclaves), Mobile Work Crews, Affirmative Industries, and Company-sponsored Training and Employment Programs for Persons with Disabilities.

This list of businesses, industries, and agencies is only a sampling of those that include persons with disabilities in the work force. Employers who are unable to locate a local business that is performing the type of placement or training listed in these examples should contact a human service agency, such as the state's Developmental Disabilities Council, or the state's Governor's Committee on Employment of the Handicapped, or the local offices of the Vocational Rehabilitation Services.

Competitive Employment

Competitive employment refers to persons with disabilities competing for and getting jobs in the community that are normally filled by nondisabled persons. These individuals receive the same pay and benefits as other employees. Many companies, including those listed below, are discovering that persons with disabilities are valuable and dependable employees.

Manufacturing Industries

Varian Associates, Inc., Palo Alto, California, operates under an affirmative action program to employ and advance persons with disabilities. Recruiters are assigned to maintain contact with community organizations in order to locate qualified applicants. Employment covers the entire spectrum of jobs. Varian uses a four-step process in interviewing, hiring, and training individuals with special needs: (1) Contact is made either through an assistance agency or the individual; (2) An interview is held and reasonable accommodations are discussed; (3) The medical department is notified to set up any emergency aid that may be required, and necessary personnel are notified (for example, supervisors, first aid teams, and human resource managers); and (4) Training needs are evaluated. Job simplification is often used to assist individuals with disabilities to learn required work skills. Reasonable accommodations are made when necessary, for example, special equipment was purchased to assist a blind employee perform a clerical position.

E.I.L. Instruments, Inc., Sparks, Maryland, most frequently hires persons who are physically disabled. They also hire older workers, but find that local agencies have not been referring them despite company requests. In order to locate qualified applicants who are disabled or older, the company has employees serve on boards and councils of community organizations. They also frequently contact job agencies. Individuals with special needs are employed in shipping and receiving, maintenance, telemarketing, and office and technician areas.

The company follows a four-step procedure when recruiting, interviewing, hiring, and training individuals with special needs. The procedure is as follows: (1) The department supplies the human resources office with a job description for the open position; (2) Human resources personnel evaluate all possible sources of candidates; (3) Special needs organizations are contacted first (if they have a candidate, they are given a few days lead on other sources); (4) Human resources personnel schedule interviews and arrange for job or physical modification plans. The company will try any accommodation that enhances an employee's opportunity to be productive. Training is always on-the-job and individualized.

The company is small and does not have a formal awareness training program for line supervisors. Supervisors and coworkers are educated on a case-by-case basis. The attitude of the company toward hiring individuals with special needs is generally positive. Company officials think that businesses can handle social problems more effectively than government.

The Eaton Corporation, Cleveland, Ohio, hires individuals with special needs. Those hired most frequently are persons with physical and developmental disabilities, but Eaton also hires older workers. As part of their handicapped program, the corporation has an outreach program with public human service and rehabilitation agencies to locate qualified applicants. Individuals with special needs are hired for jobs at all levels. Each person is carefully matched with a particular job. Reasonable accommodations are included as part of the handicapped program. Engineers analyze jobs and adapt tasks and the environment to accommodate individuals with special needs. Training programs are also modified to facilitate learning of required work skills. Generally, company officials treat individuals with and without special needs as equals.

Not only does **Steelcase, Inc.**, Grand Rapids, Michigan, have a firm commitment to hiring persons with disabilities (as well as re-employing persons who have become disabled on the job), it also supports an enclave within the corporation. Under the leadership of Robert C. Peu, Chairman of the Board and Chief Executive Officer, the company began working with Hope Rehabilitation Network, Inc. (HRN). HRN established the enclave within Steelcase to provide vocational experience and skills to people with disabilities who wanted to enter or return to the work force. The program, Special Training and Employment Project (STEP), is housed in 5,600 square feet of the Steelcase desk plant. Workers with disabilities learn to perform assembly and production jobs; more than 300 persons have participated in this program since 1981.

Finance and Insurance

Mutual of Omaha, Omaha, Nebraska, hires individuals with special needs for all levels of employment. The company is a member of the WORKNET PWI program, whose purpose is to obtain employment for individuals with disabilities and to help employers find qualified applicants. Applicants can voluntarily fill out a handicapped/veteran identification form to be considered under AAP. The form briefly describes an individual's disability or need for a reasonable accommodation. The company uses specialists to analyze jobs and adapt tasks or the environment or both. Reasonable accommodations are made, if necessary. Training programs are also modified to help individuals with special needs learn required work skills, for example, telecommunication devices are available for deaf employees. Telephone amplification, assistance with or reassignment of duties or both, optocon equipment, readers, and foot switches on machines are also available. An interpreter is provided for hearing impaired individuals for meetings and training classes. All line supervisors attend Equal Employment Opportunity (EEO) training classes.

Job Placement Programs

Job Placement programs emphasize placing job-ready applicants. Job placement is a function of most programs, but this designation is used for programs that focus on job placement.

Personnel Training and Consulting (PTC), Chillicothe, Ohio, is an employment agency that focuses on producing competitive employment opportunities for individuals who are mentally retarded or developmentally disabled. The agency assesses the needs of the business community. PTC links the labor needs of industry with the employment needs and capabilities of qualified workers with disabilities. Workers are referred to PTC by agencies and individuals. PTC's staff trainers, and sometimes company personnel, provide training to employees; employers provide supervision on the job.

Worknet, Career Design, Inc., Omaha, Nebraska, is a business and industry initiated program to assist qualified and skilled individuals with disabilities gain competitive employment. It is a no-fee program that is available to anyone who has a vocational disability. All applicants are screened during an initial interview to ensure that they are eligible and able to benefit from the program.

The program is managed by an executive advisory board whose members are drawn from participating companies and community rehabilitation agencies. WORKNET is administered by a professional staff of career specialists who are experienced in rehabilitative services and job placements. Additional guidance is provided by an employment committee, an awareness committee, and an awards committee. Each of these committees is chaired by a member of a participating company.

WORKNET is a pilot program of the Center for Corporate Public Involvement of the American Council of Life Insurance and the Health Insurance Association of America.

Job Path, New York, New York, was established by the Vera Institute of Justice to enable individuals with developmental disabilities to make the transition to competitive employment. The program provides training and placement for individuals with mild retardation, learning disabilities, and hearing impairments.

Once participants are accepted into the program, they are assigned immediately to a training site, usually in a public sector or nonprofit organization, based on their skills and abilities. Most jobs are in the service sector and include positions such as food service worker, clerk, mailroom worker, porter, maintenance worker, messenger, and housekeeper.

Participants usually remain in the program for about 6 months. Participants become eligible for permanent job placement toward the end of the training period or when they are deemed job ready. Participants are matched carefully with prospective jobs according to their interests and skills. A Job Path training consultant or marketing representative accompanies a participant on job interviews.

Marketing representatives meet regularly with potential employers to keep informed of local needs for labor and to identify appropriate areas for training. An active Business Labor Advisory Committee (BLAC), consisting of about 35 individuals from the community, meets quarterly to ensure that Job Path training is appropriate for current business needs.

Projects With Industry, Kansas, (PWI) Topeka, Kansas, provides job-readiness training, industrial evaluations, transitional employment training, and job-placement services to individuals with physical or mental disabilities in eastern Kansas. PWI assesses and places individuals with disabilities in their first work settings, or it helps individuals return to work after they develop a disabling condition. PWI, Kansas, establishes partnerships with employers to provide these services. This project's goals are to assist employers in hiring qualified individuals with disabilities and to help employers retain their occupationally injured or ill employees by using resources such as job modification, removal of architectural barriers, applicant screening, job-placement, and follow-along care. Employer benefits derived from the program include targeted job tax credits, direct placement of individuals with disabilities, applicant screening, consultation, and return to work of injured or ill employees.

The Transitional Employment Program (TEP) is a training and work adjustment program designed to prepare individuals for competitive employment. TEP supervisors are placed in businesses and employers teach them the responsibilities of the jobs secured for program participants. The TEP supervisors provide on-the-job training to carefully selected trainees who become company employees and receive competitive salaries while they are being trained. The trainees remain in TEP for an average of 3-4 months. After one trainee completes the program, another moves into the position. The employer has the opportunity to interview each applicant before selecting anyone for the program.

Graduates of TEP are available for full-time employment, creating a labor force of qualified, trained applicants. The job development and placement components are designed to assist job-ready individuals with disabilities secure competitive employment. Placement specialists keep informed of market trends so that they can place individuals who are actively seeking employment. Follow-up services are also provided to ensure that employees and employers are satisfied after placement. Placement specialists are also experienced in providing job modification, job analysis, and on-the-job training.

Mainstream, Inc., Project Link, Washington, DC, was founded to promote equal employment opportunities for people with disabilities. One of its main objectives is to prepare employers for recruiting and hiring qualified people with disabilities. In order to carry out this goal, Mainstream designed the following programs.

Project Link is a national job development and placement model that matches qualified applicants to available jobs. Employers who want to hire workers with disabilities may contact Project Link to identify potential applicants through their centralized applicant referral service.

In the Mainstream is a bimonthly newsletter that keeps employers and disability groups informed about things such as new technologies, successful hiring practices, and legislative activities.

The *Mainstream Information Center* is staffed by research specialists who research and answer questions on handicapped employment issues. They also produce and disseminate information on related issues, such as medical standards and insurance.

Vocational Education Alternatives, Madison, Wisconsin, is another example of a successful job placement program.

Supported Employment

If individuals with severe disabilities are going to be successful, they need special supports in the workplace. These supports are usually minimal and often short term, for example, providing initial on-the-job training so individuals with functional impairments can learn to acquire skills, restructuring a task so the impairment is taken into consideration, and rearranging or modifying the work environment. When these accommodations are provided, many individuals who are severely disabled can become productive, loyal, long-term employees. Impairments such as inability to hear, see, speak, walk, lift, or read need not interfere with the individual's ability to perform the work.

The following are descriptions of programs that use the supported employment model.

Fountain House, Inc., New York, New York, provides vocational training, transitional employment, short-term enclaves in industry, on-the-job training, job placement, and competitive employment for individuals with disabilities. Fountain House has 1,000 members, all of whom have severe psychiatric disabilities. At least 80 percent of the members have been diagnosed as schizophrenic.

Approximately 350 members come to Fountain House each weekday. Some members stay all day, while those who are in transitional employment, independent employment, or educational programs in community colleges or universities are there part-time. Fountain House has about 115 transitional employment positions in 40 businesses and industries. Some of these positions are in enclaves, others are individual placements.

Members are referred to Fountain House by psychiatric hospitals, community agencies, mental health centers, the Office of Vocational Rehabilitation, other state agencies, psychiatrists and therapists, members, and parents. New members attend a 1-3 week orientation. They select a work program with the understanding that transitional and competitive employment opportunities will be available to them. Many members come to Fountain House while they are patients at state hospitals. They may attend Fountain House daily until they are discharged, when they can continue or discontinue their membership. Members can exit the program at any time; they can retain membership as long as they wish; and they can return to the program after a long absence.

The **Specialized Training Program** at the University of Oregon, Eugene, Oregon, emphasizes the integration of individuals with severe disabilities in employment. The models include enclaves in industry, supported jobs, mobile work crews, and benchwork. All of the models provide support to the individual at the work site, promote integration, and seek to improve wages and benefits for workers. The Specialized Training Program provides assistance to many communities and states for the establishment of supported employment programs.

Vocational Education Alternatives of Milwaukee, Inc. (VEA), Milwaukee, Wisconsin, helps individuals with disabilities find competitive employment. Fifty percent of the individuals served are severely disabled. VEA believes that given opportunity and support, these individuals have the potential to succeed. It depends upon coordination with other local agencies for success.

VEA identifies agencies and resources that provide job training, placement, and support services, and encourages clients to use and participate in these services. This program generally assists clients by providing paid employment, volunteer work, and classroom training. It provides only work-related services.

This program uses a team approach to find jobs for clients. One staff member provides pre-employment services (job-seeking skills, resume preparation), two staff members contact employers for jobs (interviews), and another staff member provides all of the job coaching and follow-up services (post-employment classes).

Most individuals obtain jobs in the service industry in food preparation, dishwashing, and bussing. Other trainees have obtained employment as laboratory assistants, insurance clerks, secretaries, dispatchers, day-care workers, salespersons, electronic telephone assemblers, and postal workers.

Transition II, Postsecondary Program, Burlington, Vermont, is a federally funded project administered through Trinity College. All full-time staff are employees of the college. The program was established to provide a postsecondary training and employment program for individuals who are mentally retarded.

The following services are provided to assist trainees, their families, and their employers: intake, support, case management, financial incentives, evaluations, on-the-job training, and follow-up services. The program has four major stages: referral, evaluation and job development, on-the-job training and placement, and follow-up care. Each trainee passes through these stages in preparation for job placement.

A multi-agency advisory board was developed to ensure the maximum involvement of all appropriate agencies. Members of this board include individuals from the business and rehabilitation communities.

Most workers obtain jobs in the service industries. Others secure employment in factory benchwork or as stock clerks. These workers earn from $3.35 to $6.00 per hour.

The Virginia Commonwealth University **Rehabilitation Research and Training Center** (RRTC) in Richmond, Virginia, provides research and training to help individuals who are mentally retarded become employed competitively. The Employment Services Division provides support services, such as job placement, on-the-job training, and long-term, follow-along care to individuals who are employed competitively. Ninety-five percent of the individuals served by the center are severely disabled.

The supported work approach used at RRTC is based on the following five-step process that job trainers use to obtain competitive employment for individuals who are mentally retarded: (1) job development, (2) client assessment, (3) job placement, (4) job-site training, and (5) ongoing assessment and follow-up. Job trainers use job analysis and client assessment information to determine which clients are best for current job openings. Job trainers evaluate clients' suitability for competitive employment by interpreting various vocational and educational assessments. Job trainers can reduce the number of inappropriate placements by carefully matching the job's requirements to the client's abilities.

After a client has been selected as appropriate for the job, the job trainer arranges a job interview with the employer. If the client is hired, job training begins.

A full-time job trainer is available for on-the-job support for as long as necessary. The job trainer is responsible for teaching the client job skills and related skills, such as how to use public transportation and how to operate automatic banking machines.

Assessment of a client's job performance begins the day the individual is placed on the job site and continues daily. It is important for the job trainer to monitor the client's progress. During follow-along, the trainer monitors the client without being at the job site daily. This follow-along period assures the employer and the client that help is available if a problem arises.

Most individuals are trained and placed in competitive employment in the service industries. Clients obtain jobs as dishwashers and custodians.

Incentive Community Enterprises, Inc., Northhampton, Massachusetts, is another successful example of the Supported Work Model.

Work Stations in Industry or Enclaves in Industry

Work stations in industry, or enclaves, refers to group training sites in businesses and industries where individuals with mental or physical disabilities are provided the training, supervision, and support they require at the work site. Contractual agreements define the roles, responsibilities, and pay arrangements between the rehabilitation agency and the business.

Descriptions of programs operating successful work stations in industry follow.

Food Service, Hospitality, and Manufacturing Industries

Region VI of the Nebraska Mental Retardation Services in Omaha, Nebraska, is also known as the **Eastern Nebraska Community Office of Retardation (ENCOR).**

ENCOR provides work stations in industry programs to train individuals with disabilities to work in competitive employment. This program enables trainees to become integrated within businesses and industries.

Work stations in industry agreements stipulate that ENCOR will provide a stable work force, supervision, training, payroll administration, insurance, workers' compensation, and subminimum wage certification for trainees, and that businesses and industries will provide equipment, space, and work.

ENCOR obtains work for trainees through competitive bids. The employer pays overhead and ENCOR pays for specialized supervision and training. Trainees are paid at least half of the amount of the prevailing federal minimum wage. They are paid higher wages for greater productivity. Currently, ENCOR has work stations in industry with the following businesses: Bonanza, Sirloin Pit, Holiday Inn, Loziers, Nebraska Methodist Hospital, Valmont Industries, and the Vikingship Community Center.

Health and Medical Industries

The **Work Experience Program, Developmental Evaluation Clinic,** Children's Hospital of Boston, Massachusetts, a University Affiliated Facility, provides an opportunity for individuals with disabilities to work. Eighty percent of the individuals served are severely disabled. By using the real work environment provided by the hospital, trainees can begin to experience the demands of a job, share in decisionmaking, and develop the personal and vocational skills they need to obtain greater independence.

Trainees may be referred to the program by the Massachusetts Rehabilitation Commission, the Department of Mental Health, local public schools, advocacy groups, and family members. An admissions committee reviews each application to determine whether the individual will benefit from the program.

Although trainees are assigned specific tasks, emphasis is placed on learning appropriate work behavior, accepting supervision and criticism, interacting with fellow workers on and off the job, and developing skills of independence.

Trainees may work in various parts of the hospital, depending on their interests and abilities. Some trainees work in two locations daily and experience a variety of environments and tasks.

Whenever possible, trainees move directly from the program into competitive employment. The program staff works closely with the referral agency to ensure that trainees achieve further independence and social growth. Some participants need additional training at other rehabilitation facilities and some enter vocational or academic programs at schools.

Electronics Industry

Trillium Employment Services, Auburn, Washington, is a not-for-profit corporation that provides employment support through an enclave approach to individuals who are considered moderately or severely retarded. Trillium Employment Services' major goals are to provide individuals with disabilities access to paid employment, participation in the typical routines of the host companies, and opportunities to work with nondisabled individuals. All of the employees have scored below 45 on major intelligence quotient tests, and they live in supported residential environments or with their families.

Trillium Employment Services currently supports an enclave in Physio-Control, an electronics firm in Redmond, Washington. The company manufactures biomedical equipment, primarily heart defibrillators and monitors. Employees work with 250 nondisabled electronics assemblers and 950 total employees, performing a variety of functions in the final assembly area.

Trillium Employment Services is the initial employer that negotiates worker hours with host companies for individuals with disabilities. Negotiated hourly rates are determined by measuring the individual's performance against industry norms. Employees are paid at least minimum wage, and they receive full company benefits.

Manufacturing and Consumer Goods and Services Industries

The **Region V Office of Mental Retardation Services** in Lincoln, Nebraska, is another example of an agency operating work stations in industry.

Service Industries

The **Statehouse Cafeteria Food Service Training Program** in Lincoln, Nebraska, is a client training program operated by the Nebraska Division of Rehabilitation Services. The program provides vocational training to individuals who have physical, emotional, and mental disabilities. Clients are trained in many food service areas so they will have a variety of skills and knowledge to enhance their employability.

Training programs are individualized, and trainees progress at their own rate of speed. Also, the program includes a service needs identification form and an area training plan. The area training plan is the primary instrument for monitoring and documenting the trainee's skill acquisition.

Trainees are monitored in areas such as work attitude, attendance and punctuality, supervisor and coworker relations, safety practices, personal grooming, sanitary procedures, and decisionmaking and problem-solving abilities. The trainees' pay rates are determined by their biweekly progress ratings. Approximately 80 percent of the trainees who satisfactorily complete the training program satisfactorily are placed, usually in the food service industry.

British Columbians for Mentally Handicapped People in Vancouver, British Columbia, is another example of a work station in industry in food service.

Mobile Work Crews

A mobile work crew is a group vocational training and employment model in which several individuals with disabilities are supervised while performing jobs in the community. The individuals on the crew can work for many employers. The mobile work crew is a nonfacility based option that provides real work experience in actual work settings.

Mobile work crews are effective in sparcely populated rural areas; in small towns where employers do not have enough work to provide full-time employment opportunities for several individuals with disabilities; and in seasonal work, such as agriculture and tourism. They are also effective in occupations that require mobility, such as maintaining public parks, roads, and gardens. The mobile work crew model is also an effective way to provide custodial services for buildings.

The following are descriptions of programs operating mobile work crews.

Consumer Goods and Services Industries

Stepping Stones Growth Center, Oakland, California, provides a continuum of services for children and adults, including transitional employment. It operates two successful mobile work crews, Boatworks and Clean Sweep.

Boatworks trains adults in the skills of boat cleaning and detailing. It is operated as a business.

Clean Sweep is a grounds maintenance and janitorial business that employs individuals with developmental disabilities. This crew provides services to a variety of employers in the bay area.

Jamestown, North Dakota, is a rural town of approximately 20,000 and has experienced the current recession and lack of jobs. About three-fourths of the client population of **Alpha Opportunities, Inc.**, work on mobile crews, primarily in the custodial and grounds maintenance areas. Job sites include J. C. Penney's, the Human Service Center, the Community Credit Union, two local bars, the Farmers Home Administration, and a local campground.

Staff members use personal telephone calls and visits to solicit work. A new job is inspected and bid before worker training begins. The primary emphasis of the program is to keep all crews self-supporting.

Food Service Industry

Niobrara Enterprises in Chadron, Nebraska, serves a rural area where there is little industry. Because of this setting, training and placement of individuals with disabilities relies upon service industries, such as janitorial, grounds maintenance, and restaurants. Four job sites employ work crews of 3-6 clients. The usual procedure to acquire a job site is a personal call to a potential employer. After an agreement is made for contracting services, a complete job analysis and time study is performed, and a bid is submitted for final approval. Client skill profiles are compared with the job analysis to establish placement and training strategies. The level of supervision and training varies according to the skill level of the client and the complexity of the job.

Additional examples of the mobile work crew model include **Scottsbluff Mobile Work Crew**, Region I, Office of Mental Retardation, Scottsbluff, Nebraska, and **Specialized Training Program**, University of Oregon, Eugene, Oregon.

Affirmative Industries

Affirmative industry models are entrepreneurial models. These models provide meaningful work, higher salaries, and greater employment opportunities for individuals with disabilities. These operations are usually businesses established on behalf of individuals with disabilities; they are not segregated workshops that are subcontracted to perform jobs. The individuals with disabilities are not working for an agency, they are employees of the business.

The following are descriptions of two affirmative industries.

Consumer Goods and Services and Electronics Manufacturing Industries

Minnesota Diversified Industries (MDI), St. Paul, Minnesota, is a manufacturing and service business incorporated as a nonprofit organization. The organizers are trained in business administration, vocational education, and electrical engineering. MDI does not stress the rehabilitative aspects of the business. MDI's first priority is to provide top-quality products and services to customers.

Training activities in affirmative industries are restricted primarily to task or job preparation and they emphasize outcomes. Previous skill or work adjustment training is not a prerequisite because the one-on-one training sessions give new employees the skills or performance standards they need to function effectively in their new jobs. Peers, who are not disabled, provide role models for employees with disabilities.

Food Service Industry

Eden Express Restaurant, Hayward, California, a nonprofit corporation, was organized by a group of families to help family members with disabilities enter the community. Eden Express is associated with the National Restaurant Association's Projects With Industry.

Eden Express accepts individuals who suffer from recent mental breakdowns, learning disabilities, and developmental disabilities. The restaurant provides a social and vocational rehabilitation facility. Trainees are taken through all phases of restaurant operations over a 5-month training course. Graduates are then placed in jobs in local restaurants.

Two additional examples of food service affirmative industries are **Pinocchio's Deli** in Owensboro, Kentucky, and **Chef's Baking Company** in Indianapolis, Indiana.

Manufacturing Industries

Center Industries Corporation (CIC) in Wichita, Kansas, is a subsidiary of the Cerebral Palsy Research Foundation of Kansas, Inc. (CPR), and is a self-supporting, competitive business involved in metal stamping, manufacturing, assembling, and packaging. It is not a rehabilitation agency. CIC attends to the personal care needs of its employees, pays wages comparable to other businesses, and maintains a work force of about 75 percent disabled and 25 percent nondisabled employees.

Consumer Goods and Services Industries

Shoreline Vocational Services, **Shoreline Association for Retarded and Handicapped Citizens, Inc. (SARAH)** in Guilford, Connecticut, is an agency operated business whose goals are to provide job placement, supported work choices, and many work options through the small business model. SARAH operates 10 businesses in manufacturing, food service, and landscaping along Long Island Sound.

Company-sponsored Training and Employment Programs for Persons with Disabilities

Most jobs are available through the private sector. Projects with Industry (PWI) is a nationwide network established to create partnerships between the private sector and public rehabilitation agencies to increase the number of persons with disabilities in the work force. There are over 250 PWI projects nationwide creating partnerships with over 10,000 employers.

Food Service Industries

The **McJobs Program**, sponsored by McDonald's Corporation, Oak Brook, Illinois, is an employment program designed to provide skill training and job placement for mentally and physically disabled individuals. Training is provided over 2-3 months at a McDonald's restaurant. Training is conducted by a McDonald's employee, usually a certified swing manager who serves as a job coach. The job coach closely supervises and trains four or five employees who each work approximately 15 hours per week. The training consists of the normal classroom instruction with videotapes, demonstrations, and supervised practice in areas such as the grill, french fries, or filet. Also, the job coach is responsible for reviewing and evaluating the individual's performance, developing a training schedule, participating as a member of the management team, and communicating with the disabled employee's rehabilitation agency.

Computers and Electronics Industries

IBM Project to Train the Disabled, Rehabilitation Training Programs, in Gaithersburg, Maryland, trains qualified, severely physically disabled persons as computer programmers and places those who successfully complete the program. In each locality, an IBM team works with a state vocational rehabilitation agency, a training agency, and a business advisory council to establish a program. Students participate in an internship in a business environment 4-8 weeks prior to full employment. IBM has helped to establish 31 computer programmer training programs throughout the United States. Funding is supplied jointly by IBM and a Rehabilitation Services Administration project with industry contract.

Other examples of business and industry networks include **Electronics Industries Foundation**, Washington, DC; **National Restaurant Association**, Washington, DC; and **Horticulture Hiring the Disabled (HHD)**, Gaithersburg, Maryland.

Some industries encourage the hiring of people with special needs by encouraging cooperative planning activities between themselves and rehabilitation agencies. These activities may include technical assistance, presentations to employers, articles in trade journals, displays at trade fairs, and participants in speakers bureaus.

Chapter 3

Employing or Placing the Older Worker

As stated in Chapter 2, increasingly employers will find an often overlooked source of employees in workers with special needs--persons with disabilities and older workers. Older workers are a rich source of loyal, capable employees. They may already be on the payroll or they can be recruited from temporary pools of older workers or from area offices on aging.

Table 1, reproduced from *Generations: Quarterly Journal of the American Society on Aging*, lists challenges and opportunities in employing older workers for society, the employer, and older workers.

Table 1

Opportunities and Challenges of Employing Older Workers

OPPORTUNITIES	**CHALLENGES**
Employers:	*Employers:*
■ A more efficient and productive work force ■ Higher employee morale and company loyalty among all workers ■ Less turnover, absenteeism, more worker reliability ■ More work force stability and continuity	■ Institute age bias-free personnel practices in retaining, hiring, assessing, assigning, and terminating employees ■ Design fair and flexible benefits ■ Expand work options for all employees--part-time, shared, flexi-time, job redesign, reassignment, and phased retirement ■ Use older workers to train and inspire other workers ■ Offer retirement counseling that stresses options, including paid and unpaid work

	■ Increase employers' responsibilities to their retirees
Older Workers:	*Older Workers:*
■ Income and economic well-being ■ Enhanced sense of self-worth and purpose ■ Creativity, accomplishment ■ Contribution to family, community, and society	■ Keep skills and knowledge current ■ Rethink work, retirement, and other pursuits so they are seen as more compatible ■ Advocate for more options in work and leisure activities ■ Take fuller advantage of available work and other options
Society	*Society:*
■ More appreciation of the contributions of older citizens, both workers and nonworkers ■ Less conflict between young and old, in and outside the workplace ■ More self-sufficiency of the "dependent" population	■ Enact and enforce age-neutral laws and regulations ■ Re-educate ourselves about aging, work, and the contributions and needs of the older population ■ Encourage information, compassion, and action to serve the mutual needs of all groups seeking employment

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Introduction

Employers are beginning to recognize the growing importance of older workers and are voluntarily adopting more creative work arrangements to accommodate older workers in the workplace. Employers are reassessing their practices toward older workers because of fewer young entrants into the changing labor market. Some employers, such as fast-food restaurants, recognize the stability and efficiency of older workers. Older workers have become a major labor pool for some retailing operations, such as Sears, Roebuck and Company. Polaroid states that 30 percent of its employees who are over age 65 remain employed. In 1981, the Protecto Corporation hired 600 new salespersons, 135 (22 percent) were 65 or older. After 1 year of employment, three (30 percent) of the top salespersons were over 65.

In addition to public policies and equal opportunity legislation, employers have other reasons for hiring older workers, such as higher average age of the work force, rising costs of pensions and benefits, and the need to retain experienced and skilled older workers.

In this chapter, we relied heavily on a report prepared by Lawrence S. Root and Laura H. Zarrugh, *Personnel Practices for an Aging Work Force: Private-Sector Examples*, for the U.S. Senate Special Committee on Aging, and published by the U.S. Government Printing Office, Washington, DC, in February 1985. Their work was based on information obtained from the National Older Workers Information System (NOWIS), a computerized data base at the University of Michigan. Another work by Root and Zarrugh, *NOWIS IDEAPAC: Personnel Practices for an Aging Work Force*, published by the Institute of Gerontology, Ann Arbor, Michigan, in 1983, was also used. In order to avoid confusion with the Senate report (1985), we refer to the 1983 report as IDEAPAC.

Our list of employers is divided into six major categories. Companies are also listed by the kinds of services they provide, such as consumer goods and services or insurance, and the type of technique or model used. The following categories (techniques or models) are used to classify older workers:

- **Part-time Employment** with variations, such as, retiree job banks or temporary work pools, permanent part-time work, mini-shifts, and rehiring for special projects.
- **Job Redesign and Job Sharing** with flexi-time and flexible scheduling.
- **Training** with retraining for new jobs or to upgrade skills.
- **Transition to Retirement** with phased retirement or rehearsal retirement.
- **Job Worker Interface** with job/worker appraisal and job placement.
- **Full-time Employment** with older workers as new employees.

Many of the following company descriptions appear in Root and Zarrugh, 1985. However, some of the companies have merged or discontinued the programs that are described.

Currently, the NOWIS computerized data base on employment of older workers is maintained by the American Association of Retired Persons (AARP), Worker Equity Program, Worker Equity Department, 1909 K Street NW, Washington, DC 20049; telephone (202) 662-4959.

Because of changing economic conditions, corporate mergers, and changes in management, some of the following companies may no longer function as described.

Part-time Employment

Part-time employment is the most common model or technique used for employing older workers. Part-time employment may be implemented in the following ways: retiree job banks or temporary work pools, permanent part-time work, mini-shifts, and rehiring for special projects. Benefits will vary among workers, but the principal benefit is that the older worker will not have a full schedule of work and may have time for other pursuits, such as travel or family activities.

Root and Zarrugh (IDEAPAC) identified the following benefits to employers for part-time employment of older workers:

- Increasing productivity and dependability
- Reducing turnover in temporary and entry-level positions
- Retaining the skills and experience of senior employees
- Reducing the start-up costs of temporary help by allowing company retirees to work on an on-call basis
- Improving morale by providing older workers with a range of options as they approach retirement age
- Increasing opportunities for advancement by shifting to part-time employees who would otherwise postpone their retirement

Retiree Job Banks and Temporary Work Pools. Companies may establish employment pools or job banks to meet temporary personnel needs. Temporary worker pools may be former company employees or retirees from other firms.

The following companies provide part-time employment opportunities for older workers.

Finance Industry

Continental Illinois Bank and Trust Company, Chicago, Illinois, is the sixth largest bank in the nation. The company has established a temporary work pool with flexible work scheduling for former employees and workers from other organizations. The company calls this group its Ready Work Force. Scheduling varies according to the jobs in a particular division, but most retirees work 1-2 days per week. Many of the jobs are clerical. Older workers are paid an hourly wage and receive no benefits. Retirees who earn their maximum allowable income under Social Security before the end of the year can maintain their membership in the Ready Work Force and resume working the next year.

The Travelers Company, Hartford, Connecticut, an insurance company, also uses retiree job banks and temporary work pools.

Consumer Goods and Services Industry

Kelly Services, Inc., Troy, Michigan, offers a variety of temporary employment opportunities through its Kelly Girls, marketing, light industry, technical, and health care divisions. Kelly has 450 offices in the United States and abroad and hires 350,000 workers annually.

Because of a high demand for temporary workers, Kelly recruits continuously. Special emphasis is placed on finding older workers and retirees because many prefer the flexibility of short assignments and part-time work. Many retirees return to work in the technical divisions from which they retired. Also, small groups of older persons work together once or twice a year conducting inventories.

The typing, shorthand, and transcription skills of women who are returning to work are evaluated. A generic course is offered to teach word processors how to operate a text editing machine.

Stouffer Foods Corporation, Solon, Ohio, is another consumer goods and service industry that uses retiree job banks and temporary work pools.

Permanent Part-time Work. Companies may allow retirees to return to work part-time if they do not like retirement. Sometimes returning to a less demanding job or less skilled work is an option. Older workers may accept permanent part-time employment because of family, health, or recreational considerations.

Consumer Goods and Services Industry

F. W. Dodge Company, Mission, Kansas, provides a construction news service throughout a six-state area. Retirees are recruited through area agencies on aging to fill part-time permanent positions the company is otherwise unable to fill with dependable workers. Retirees work as subcontractors and are paid by assignment, which varies from three to four a month, to four or five a week. The retirees transfer data from building permits to company forms. Most of the retirees work to gain public contact, not money, and they do not receive benefits.

Manufacturing Industry

Grumman Aerospace Corporation, Bethpage, New York, has subsidiaries across the country and a work force of 28,000 employees. Its operational areas include aerospace, data services, solar energy, fusion energy, buses, truck bodies, yachts, and boats.

Grumman rehires employees without restrictions on age. Former employees either return full-time on a temporary basis or part-time so that their earnings will not interfere with their Social Security benefits. Persons return to a paid status as "job shoppers"; they continue to receive pension benefits. They are recruited in the following ways: (1) advertising through the company's retirees club; (2) the personnel director sends letters to retirees to inquire about their interest in jobs; or (3) a specific individual is requested by a department.

About 175-200 retirees are hired each year. Managers say that retirees are productive immediately, their experience is an asset, and their efficiency and enthusiasm provide good examples for young employees.

Other companies that use permanent part-time workers are as follows:

Consumer Goods and Services

Stouffer Food Corporation
Solon, Ohio

Utilities Industry

Georgia Power Company
Atlanta, Georgia

Manufacturing Industry

Atlantic-Richfield Company
Los Angeles, California

Mini-shifts. Companies may establish mini-shifts to allow older workers to supplement their Social Security benefits. Some companies alter their production schedules to use retirees when they are available for work. The following example illustrates the use of the mini-shift model.

Sterile Design, Inc., Clearwater, Florida, packages medical supplies. The company hires older workers for mini-shifts (4-hour-per-day work periods). Mini-shifts were created by the company to accommodate local retirees whose Social Security benefits would be affected if they worked too much. Older workers can work up to 20 hours per week, and are allowed flexibility in setting up their schedules. They earn minimum wage and are paid for holidays and vacations.

Rehiring for Special Projects. Companies may rehire former employees on a part-time basis to work on special projects as consultants. Retirees are usually employed for this purpose because they have particular skills or knowledge that is needed. When the pension rules interfere with the re-employment of former workers, retirees are rehired on a contractual basis as consultants rather than as regular employees. Examples follow.

Aerospace Corporation, Los Angeles, California, is a federally funded research and development center that provides engineering services for national security programs. It rehires older workers as consultants to work on special projects. Most are former employees who worked in administrative, technical, and management positions. These employees are valued because of their special knowledge in solving technical and engineering problems. Older workers may also work as casual employees (less than 20 hours per week), as a transition to retirement. A variety of training programs are also available to older workers.

The Atlantic-Richfield Company, Los Angeles, California, and **Catalytic**, Philadelphia, Pennsylvania, are other examples of manufacturing industries that rehire retirees for special projects.

Job Redesign and Job Sharing

This section contains descriptions of companies that are using job redesign and job sharing and the concepts of flexi-time and flexi-place scheduling. Root and Zarrugh (IDEAPAC) suggest the following benefits to employers of job redesign and job sharing:

- Improving the productivity and quality of work life
- Targeting the skills of workers
- Increasing flexibility and scheduling of operations
- Capitalizing on the strengths of workers who need alternatives to standardized schedules

Job redesign involves changing job responsibilities, the physical environment, or work schedules of employees who have problems managing the physical or mental demands of their jobs. Job redesign is the least common option or model offered to older workers, and it is an option that is generally not age-based. Job redesign is used to get workers who have suffered long-term disabilities back on the job.

Job sharing is a form of job redesign. It involves two or more workers sharing one full-time job. Job sharing is different from part-time employment because it requires a thorough evaluation of basic responsibilities and activities of a specific job. The job may be redefined and restructured to accommodate the skills and interests of the workers involved. Job sharing may occur by dividing the workday, by working alternating months, or by splitting a job into two parts. Job sharing is not often used and it was not designed specifically to serve older workers. Companies use it when they want to maintain staff and reduce labor costs.

Flexi-time and Flexi-place Scheduling are also forms of job redesign. Flexi-time allows flexible starting and quitting times; the option is often extended to all employees and is not limited to older workers.

The flexi-place option refers to off-site employment or home-based work. The approach was started originally to accommodate persons with disabilities. Computer operators with disabilities worked at home through telecommunication with the office. Disadvantages of the flexi-place option include being overlooked for new assignments or promotions and the inability to interact with others in the workplace.

Examples of companies utilizing job sharing options follow.

Financial Industry

Minnesota Title Financial Corporation, Minneapolis, Minnesota, has developed an interoffice messenger program and a foot messenger program that employs older workers in job-sharing positions. The job consists of picking up and delivering documents to law firms and financial institutions in the city. Workers are teamed in pairs and they decide how they want to split the job. Options include each person working one month or a half month. Most workers are retirees from other companies who want to continue working but want a low stress job.

Insurance Industry

The Travelers Companies, Hartford, Connecticut, is a large, diversified, financial service enterprise. In 1980 and 1982, the company administered a survey to employees who were 55 and older. Many employees (85 percent) indicated an interest in part-time work after retirement, so the company established a retiree job bank. Former employees register for fixed schedules and on-call part-time positions. These workers are used to fill professional, secretarial, clerical, receptionist, and materials handling positions. The job bank is directed by two employees who share the job.

Other employees work during periods of high work load, during vacation periods, and when regular employees are ill. A training program is used to update employees on new equipment and to provide refresher courses.

Fourteen part-time permanent positions and ten shared positions are held by persons in the program.

Consumer Goods and Services

Wichita Public Schools, Wichita, Kansas, has operated a job-sharing program (one full-time position is shared by two people) since 1977. Most positions are in elementary school classrooms. No administrative or secondary school positions are shared. The employee must initiate the idea, find a willing partner, decide how to split the job, and present a job-sharing proposal to the Board of Education. Each teacher receives half of the salary and benefits.

Generally, teachers prefer to share a job with someone of a similar age and teaching style. But, the school's original goal was to team up younger and older teachers. The program has proven successful and the school system has found that two job-sharing teachers are able to produce more than one full-time teacher.

Examples of flexi-time and flexi-place scheduling follow.

Southern Life Insurance Company, Dallas, Texas, has employees in 35 states. The company has many programs that benefit older workers. Southern recruits and hires older workers for full-time positions and rehires retirees for part-time jobs. The company maintains its own retiree pool from which retirees are engaged as consultants on short-term projects. Sometimes older workers are hired through local temporary services. All employees have access to extensive skills training opportunities. One of the most important benefits to older workers is the option to participate in flexible scheduling. They may work flexible hours each day or various days throughout the week. Flexible starting and finishing times are also an option for those who work five days per week. The company also has a transportation assistance program to accommodate older workers who may not want to drive. Company-owned vans are used to transport them to and from work; riders pay a fee for the service.

Corning Glass Works, Corning, New York, and **Atlantic Richfield Company**, Los Angeles, California, also use job sharing and job redesign.

Training

Job retraining is probably a more accurate term than training. Two types of retraining are used with older workers: (1) retraining to upgrade skills and (2) retraining for new jobs.

Retraining to Upgrade Skills. Companies are beginning to recognize that if they are to maintain productivity and prevent workers from using obsolete skills they must retrain older workers. Companies are also finding that it may be more economical to retrain older workers than to train younger workers who leave for new jobs.

Although older workers have experience, they often lack the education and training to receive promotions or significant wage increases. Upgrading workers' skills benefits the company and older workers. It improves overall productivity for the company, and provides an incentive for older workers to stay in the work force.

Retraining for New Jobs. Most companies limit training opportunities to their own employees. Therefore, training is not available for displaced older workers. Unions have been most active in training this group. A few union contracts have mandated training for workers who will be affected by technological innovations, automation, or layoffs.

Root and Zarrugh (IDEAPAC) identified the following employer benefits derived from training or retraining older workers:

- Meeting the company's need for specialized skills
- Using the abilities and knowledge of long-term employees
- Capitalizing on the combination of experience and updated skills
- Facilitating lateral and upward job mobility
- Increasing receptivity to change in the workplace
- Encouraging productive career self-assessment

Examples of companies that retrain to upgrade skills follow.

Communications Industry

Older workers at **AT&T Bell Laboratories**, Holmdel, New Jersey, the largest telecommunications company in the United States, are allowed time off from their regular jobs to take advantage of continuing education courses. With permission from their immediate supervisor, older workers can also participate in graduate study programs, accredited company programs taught by Bell Laboratories employees, internship programs, or they can study at universities or technical and vocational schools and receive tuition reimbursement. Older workers most often participate in continuing education programs to retrain in computer science and software technology. They can earn the equivalent of a graduate degree. Older workers also teach AT&T engineering courses. Educational and training opportunities are available to all company employees.

Manufacturing Industry

Crouse Hinds, Syracuse, New York, a subsidiary of **Cooper Industries**, manufactures electrical construction material products. The company has a commitment to the continued employment of its older workers and has geared several training programs to their needs. For example, one program is aimed at retraining to keep up with new technologies. Another 2-year college course trains foremen to develop professional management skills. Older workers can also take courses of general interest to them or they can prepare for a second career.

Pitney Bowes, Stamford, Connecticut, has offices in every major U.S. city. The company manufactures and markets copying and mailing equipment. Employees are encouraged to update skills by using a tuition reimbursement program. Employees receive full tuition reimbursement for academic courses taken to earn a degree. Because of changes in production technology (mechanical to electronic), managers initiated the program to meet the needs of the company and its employees.

The Aerospace Electronic Systems Department of **General Electric Company**, Utica, New York, and **International Business Machines Corporation**, Gaithersburg, Maryland, are other examples of companies sponsoring training and retraining programs.

Labor Union Involvement in Training. So far, all of the examples have focused on companies that conduct their own training programs or negotiate training options into contracts. Examples of unions that retrain members for new jobs follow.

The **AFL/CIO** Human Resources Department Institute (HRDI) in Washington, DC, is responsible for providing technical assistance in all aspects of employment and training to labor. HRDI operates nine special programs, providing services to dislocated workers who have lost their jobs because of layoffs, plant closures, or disability. "Montana Project Challenge Work Again" is one such program. It is funded through the Job Training Partnership Act and stresses early intervention. Project staff are called in by the union, the company, worker compensation, or the vocational rehabilitation system as soon as the company and the union agree that an employee cannot return to a former job. The worker takes part in many activities aimed toward re-employment. Skills assessment, occupational inventory, and self-directed job placement sessions are conducted by project staff. Classroom training is also available. Displaced workers may be placed in a new job, participate in an on-the-job training contract, or relocate.

Other examples include:

Communication Workers of America (CWA) negotiated a settlement with AT&T to guarantee retraining opportunities to workers whose jobs were affected by new technological innovations.

United Auto Workers (UAW) and **Ford Motor Company**, through a collective bargaining agreement, secured funding to establish a National Development and Training Center to establish an employee development and retraining program for laid off workers, regardless of age.

The **International Brotherhood of Teamsters** established retraining programs for unemployed older workers in home appliance repair and apartment management. Displaced workers receive assessment, vocational counseling, training, and job placement through funding from the Job Training Partnership Act.

Transition to Retirement

Few older workers prepare themselves psychologically for retirement. Companies are beginning to offer alternatives to sudden retirement that allow older workers to make the adjustment more gradually. Phased retirement and rehearsal retirement are two approaches being used. Although these approaches are forms of part-time employment, the aim is to create a transition to retirement.

Phased Retirement reduces the number of hours worked. An employee may decide to work fewer hours per day or fewer weeks per month. Benefits are paid based on the selected work arrangement.

The following companies provide phased retirement programs.

Manufacturing Industry

Corning Glass Works, Corning, New York, is using the phased retirement option as a way to cut labor costs and to allow long-time employees to gradually move into full retirement. Employees must be 58 years old, have 20 years or more service to the company, be in a job that does not require replacement by a new employee, and be chosen by managers to participate. The program is called the "40-percent Work Option" because employees continue to work 2 days a week or 40-percent time after retiring. They receive 40 percent of their preretirement salary, full medical benefits, reduced life insurance benefits, prorated vacation time, and merit increases. As retirees become eligible for Social Security, they become ineligible to participate in the program. Occasionally, the company hires retirees with special skills to work up to 40 percent of the time as consultants on a contract basis. Other nonsalaried retirees may be hired through a temporary employment agency as clerical workers.

Varian Associates, Palo Alto, California, is a technology research, development, and manufacturing firm with plants in the United States and abroad. Most persons who participate in the program retain their positions, but scheduling changes may force re-assignment within a department and some supervisors are placed in nonsupervisory positions. Employees keep many benefits and are eligible for merit increases and overtime pay. However, overtime pay is seldom earned because it involves working more than 8 hours per day or 40 hours per week.

Kollmorgen Corporation, in Northampton, Massachusetts, is another example.

San Francisco United School District, San Francisco, California, employs about 4,000 teachers. Because of declining enrollment and Proposition 13, a reduction of the full-time teaching staff was necessary. The Board of Education offered three alternatives to teachers.

Plan A is open to employees over age 50 with a teaching seniority of 10 years or more. The teacher has the option of retiring, receiving a full pension, and being hired as a consultant for various duties, excluding classroom teaching. The retired person works a limited number of days each year on a decreasing scale. Contracts are for 5 years or until age 65. The pay rate is $150 per day.

Plan B is open to employees over age 55 who have a 10-year seniority with the district. The employee works 50 percent of the time, either in the classroom or in other training or advisory tasks. Pension contributions are calculated on a full-time, full-salary basis, despite the reduction in actual salary.

Plan C is open to all certified teachers regardless of age. This option offers job sharing or partnership teaching at half pay with benefits calculated on the full-time salary of the position.

Rehearsal Retirement allows older workers to take a leave of absence for up to 6 months without giving up their jobs. Older workers are able to experience retirement before terminating employment.

Root and Zarrugh (IDEAPAC) identified the following benefits of transition to retirement options to employers:

- The company retains older workers when they would otherwise take full retirement
- It provides a more orderly transition for the company
- It permits gradual training of the retiree's replacement

The following companies offer rehearsal retirement programs.

Manufacturing Industry

Polaroid Corporation, Cambridge, Massachusetts, offers numerous employment options for older workers, including flexi-time, temporary or permanent part-time work, job sharing, and rehearsal retirement. Opportunities to learn about and discuss the options are provided through preretirement conferences, seminars, and counseling sessions.

Polaroid often uses rehearsal retirements. Employees age 55 and over who have served the company for at least 1 year are eligible. Potential retirees are allowed to take an unpaid leave of absence for up to 6 months without benefits. They may keep their company group insurance coverage by paying their own premiums. About half of those trying rehearsal retirement decide to continue working. Employees have the option of working beyond age 70 or retiring as early as age 55.

Financial Industry

Mutual of New York, New York, New York, began a preretirement leave program in the early 1970s to give employees who were about to retire a chance to become accustomed to being away from a job. All full-time employees 64 years and older who have worked for the company for 10 or more years may take advantage of the program. They must give a 1-year notice of their retirement plans. Participants may take off 1 day per week with pay for 52 weeks prior to retirement. Workers arrange the details of their leave with their immediate supervisors. The company also holds individual planning sessions with all employees before they retire to discuss benefits and pension plans.

Job/Worker Interface

Root and Zarrugh (IDEAPAC) use the term job worker interface to describe the various approaches to creating a better match between workers and jobs. Job/worker appraisal and job placement are two approaches. Essential elements of these approaches are job analysis and systematic evaluation of the work force.

Job/Worker Appraisal. In the job/worker appraisal approach, companies use a formal systematic appraisal system to measure objectively the demands of the job and the performance of the worker. Although it was not designed specifically for older workers, such systems provide a more age-neutral assessment of a worker's performance. Adjustments are then made to allow the capabilities of workers to be used in more productive ways.

Examples of companies and services utilizing job/worker interface approaches follow.

Manufacturing Industry

General Dynamics, Convair Division, San Diego, California, developed a coding system that is used to determine the physical abilities and limitations of each employee. Many of the jobs in the Convair plant are physically demanding, and the coding system ensures that employees will be assigned or reassigned to jobs that will allow them to work at their most productive level. Such a system is especially helpful to the older worker who may request a reassignment if the system indicates that the worker's job has become too physically demanding. This arrangement may make the difference between an older worker staying on the job or retiring.

Xerox Corporation, Stamford, Connecticut, and **Grumman Aerospace Corporation,** Bethpage, New York, employ the job/worker appraisal approach.

Consumer Goods and Services Industry

Stouffer Foods Corporation, Solon, Ohio, has, for the last 5 years, used a performance appraisal system to keep older workers at their maximum productivity on assembly lines. A machine that tests muscle strength is used to determine whether older workers who are experiencing job difficulty should be retrained or transferred to another job. A baseline has been established for each job. Older workers are shifted to a faster or slower paced assembly line, as determined by changes from the baseline data. This practice improves the productivity of older workers and keeps them employed.

Stouffer also hires retirees and older workers for part-time and temporary positions. The corporation also has a transition to retirement program that allows older workers to gradually reduce their work hours.

Job Placement. The goal of the job placement approach is to identify or to generate job opportunities for older workers commensurate with the individual's skills, interests, and aptitudes. Many services or programs specialize in helping older workers to find employment.

Root and Zarrugh (IDEAPAC) identified the following employer benefits from the job/worker interface:

- Uses productive workers longer by changing their work assignments
- Increases worker morale through more objective rating systems
- Improves planning for personnel needs
- Decreases time wasted because of inappropriate job referrals
- Streamlines the hiring process

The following human service agency and companies provide placement services for older workers.

Human Service Agency

Operation ABLE, (Ability Based on Long Experience) Chicago, Illinois, is an umbrella organization that coordinates the efforts of a network of senior employment agencies, governmental agencies, educational institutions, and businesses and industries to promote the employment of older workers as well as to create job opportunities in the Chicago area.

Operation ABLE has organized a network of over 35 senior employment agencies into a single system for delivery of services to help older workers. Besides strengthening existing agencies and improving the quality of the services they provide, Operation ABLE conducts public awareness campaigns to inform employers of the benefits of hiring older workers and identifies new roles for older workers.

Operation ABLE also offers technical assistance and inservice training for recruiters, counselors, and job developers. Each participating agency is a member of the Operation ABLE network. All activities, including program planning and work methods, are managed through Operation ABLE's central administrative office.

Consumer Goods and Services Industry

Intertek Services Corporation, Rolling Hills, California, is a personnel service that places retired quality control engineers and inspectors in companies as consultants. Retirees work as quality assurance representatives. They are recruited by Intertek from trade journals and by word-of-mouth. Intertek screens all individuals and retains their names in a registry. Intertek contacts retirees and offers them assignments. Retirees bill Intertek and Intertek sends an invoice to the customer. Intertek's customers include Chrysler, Lockheed, Eastern Airlines, and Martin Marietta.

Other examples include **Kelly Services, Inc.**, Troy, Michigan, which has offices in most major U.S. cities, and **Second Careers Program**, Los Angeles, California.

Full-time Employment

Most companies that hire older workers do so on a part-time basis, but a few actively recruit older workers as new employees for full-time employment. These companies think older workers are valuable because they reduce turnover costs, create a positive public image, and sometimes help stabilize a very young work force. Most older workers, however, are hired for the lower paying, entry-level positions.

A few companies encourage their retirement-age employees to continue working on a full-time basis. This usually occurs when the older workers possess particular skills that are in short supply (for example, engineers and scientists). Some companies hire older workers because of the positive characteristics associated with age. For example, an Arizona bank with many older customers hires older workers for positions in customer relations or as tellers.

Root and Zarrugh (IDEAPAC) suggest that employers who hire older workers on a full-time basis gain the following benefits:

- Retaining workers with needed expertise
- Obtaining a rich pool of skilled and experienced workers
- Finding entry-level employees with greater maturity and employment stability

- Using senior employees as training instructors and mentors

The following are examples of companies that have successfully employed older workers on a full-time basis.

Manufacturing Industry

Jensen International (a Beatrice Company), Lumberton, North Carolina, hires individuals with physical disabilities and those who are mentally or emotionally restored. Recently, Jensen International began a program to hire older workers. The company works with the state vocational rehabilitation office and the Lumber River Council of Government of Robeson County to locate qualified applicants. Applicants are referred by agencies and are interviewed and hired based on the company's established procedures.

Older workers are employed primarily to work on assembly in the production lines. The company matches the individual with special needs to a particular job when the individual has a problem standing or sitting. An awareness training program for line supervisors in held regularly. Employees at Jensen International are very receptive to the company's efforts to employ workers with disabilities and older workers.

E.I.L. Instruments, Inc., Sparks, Maryland, and **Texas Refinery Corporation**, Fort Worth, Texas, also recruit older workers for full-time employment.

Financial Industry

Great American First Savings Bank, San Diego, California, started hiring older workers when the bank experienced a high turnover rate in entry-level jobs. The turnover rate has dropped dramatically since it began hiring older workers. Employment opportunities for older workers have increased, however, most older workers are on duty less than 30 hours per week. Older workers receive health benefits and vacation time as well.

Western Savings and Loan, Phoenix, Arizona, also recruits older workers.

Chapter 4

Resource Directories

This chapter is designed as a reference and resource for business and rehabilitation personnel who want to learn about specific organizations that deal with employment, training, and general problems of individuals with special needs.

Section I lists types of industries and companies that successfully employ persons with special needs. First, the reader should locate the type of industry, then companies and organizations are listed by categories; locations are also listed. Special needs are also classified, that is, older worker (O), worker with disabilities (D), and older workers and workers with disabilities (O/D).

Section II provides an alphabetical listing of the companies and organizations listed in Section III. The alphabetical listing also identifies the categories used for organizations and companies in Section III. For example, in the alphabetical listing ABLEDATA, Washington, DC, identifies Accommodations and Computerized Data Systems as categories used in Section III.

Section III categorizes companies and organizations by type of service provided, for example, Accommodations, Employer Information, and Persons with Disabilities. Addresses and, in some cases, telephone numbers are also provided.

Section I
Companies Successfully Employing Persons with Special Needs

Company	Location	Primary Worker Category[1]
Chemical Industry:		
Dow Chemical Co.	Midland, MI	D
Monsanto	St. Louis, MO	O
Stauffer Chemical Co.	Westport, CT	D
DuPont	Wilmington, DE	D
Communications:		
AT&T Communications	Basking Ridge, NJ	D
AT&T	New York, NY	D
AT&T Bell Laboratories	Holmdel, NJ	O
GTE Corporation	Stamford, CT	D
The Herald Times	Everett, WA	D
ITT Corporation	New York, NY	D
New England Telephone & Telegraph Co.	Boston, MA	D
Computers and Electronics:		
Control Data Corp.	Minneapolis, MN	D
Intertek Diversified Systems, Inc.	Palo Alto, CA	O
Intertek Services Corporation	Rolling Hills, CA	O
Hewlett Packard	Palo Alto, CA	D
Honeywell, Inc.	Honeywell Plaza, MN	D
Sperry Corporation	New York, NY	D
Sperry Corporation	Blue Bell, PA	D
Tektronix, Inc.	Beaverton, OR	D
Consumer Goods and Services:		
Aiken-Barnwell Mental Health Center	Aiken, SC	D
ARA Services	Princeton, NJ	D
Bag and Save Warehouse Stores, Inc.	Albuquerque, NM	D
Capitol Clinical Laboratories	Springfield, IL	D
Class and Cradle	Albuquerque, NM	D
C. N. Anthony's	Shawnee, OK	D
Corning Glass Works	Corning, NY	O
Consumer Goods and Services:		
Eastman Kodak Co.	Rochester, NY	D
Generic Aide Program	Wilmington, DE	D
Kelly Services, Inc.	Troy, MI	O
Leawood Nursing Home	Tucson, AZ	D
May Centers, Inc.	St. Louis, MO	O

Mazo Egg & Produce, Inc.	Middleton, WI	D
Miller Brewing Co.	Milwaukee, WI	D
Project Now	Rock Island, IL	D
Operation Able of Greater Boston	Boston, MA	D
Natrona County Service Center	Casper, WY	D
The State of New Mexico	Sante Fe, NM	D
Northwest Alabama Council of Governments	Muscle Shoals, AL	D
Philip Morris, Inc.	New York, NY	D
Polaroid Corp.	Cambridge, MA	O
San Francisco Unified School District	San Francisco, CA	O
Sears, Roebuck & Co.	Chicago, IL	D/O
Second Careers Program	Los Angeles, CA	O
South Carolina Employment Security Commission	Columbia, SC	D
Southeastern Products	Greenville, SC	D
Stouffer Foods Corp.	Cleveland, OH	O
Supreme Services of Baltimore, Inc.	Baltimore, MD	D
Texas Research Institute of Mental Services	Houston, TX	O
Top-Shop, Inc.	Claymont, DE	D
United Airlines, Inc.	Chicago, IL	D
U.S. Forest Service	Laramie, WY	D
Wichita Public Schools	Wichita, KS	O
Energy and Utilities:		
Atlantic Richfield Co.	Los Angeles, CA	O
Baltimore Gas & Electric Co.	Baltimore, MD	D
Duke Power Co.	Charlotte, NC	D
Edison Electronic Institute	Washington, DC	D
Exxon Company USA	Houston, TX	D
Montana Power Co.	Butte, MT	D
Pennsylvania Power and Light Co.	Allentown, PA	D
Texaco, Inc.	White Plains, NY	D
Washington Water Power Co.	Spokane, WA	D
Finance and Insurance:		
Aetna Life & Casualty Co.	Hartford, CT	D
Allstate Insurance Co.	Northbrook, IL	O
Allstate Insurance Co.	Washington, DC	O
American Express Co.	New York, NY	D
Banco Popular de Puerto Rico	San Juan, PR	D
Bankers Life & Casualty Co.	Chicago, IL	O
Blue Cross Blue Shield Assn.	Chicago, IL	D
Blue Cross Blue Shield Assn.	Washington, DC	O
Continental Illinois National Bank & Trust Co. of Chicago	Chicago, IL	O
Great American First Savings Bank	San Diego, CA	O

Illinois National Bank of Springfield	Springfield, IL	D
Minnesota Title Financial Corp.	Minneapolis, MN	O
Mutual of Omaha	Omaha, NE	D/O
The Prudential Insurance Co.	New York, NY	D/O
Southwestern Life Insurance Co.	Dallas, TX	O
The Travelers Companies	Hartford, CT	O
Travelers Insurance	Hartford, CT	O
Western Banks of California	Los Angeles, CA	O
Western Savings and Loan Assn.	Phoenix, AZ	O
Health and Medical:		
Abbott Laboratories	Chicago, IL	D
Delaware State Hospital	New Castle, DE	D
Hospital Corp. of America	Nashville, TN	D
Hospital Industries	Portland, ME	D
Merck & Company, Inc.	Rahway, NJ	D
Hospitality:		
Holiday Inn	Tuscon, AZ	D
Holiday Inn East	Springfield, IL	D
Holiday Inn Briley Parkway	Nashville, TN	D
Marriott Corp.	Bethesda, MD	D
Marriott Corp.	Paramus, NJ	D
Marriott Hotel-Southfield, MI	Pontiac, MI	D
Marriott Nashville Hotel	Nashville, TN	D
Marriott Resort Hotel at Griffin Gate	Lexington, KY	D
Manufacturing:		
The Aerospace Corp.	El Segundo, CA	O
American Can Co.	Greenwich, CT	D
American Dynamics	Denver, CO	D
B. F. Rich, Inc.	Stanton, DE	D
Cannon Mills	Kannapolis, NC	D
Crouse-Hinds	Syracuse, NY	O
Daisey Manufacturing Co.	Rodgers, AR	D
Decal Specialists, Inc.	Mason City, IA	D
East Wind Industries	Clayton, DE	D
Eaton Corporation	Cleveland, OH	D
E.I.L. Instruments, Inc.	Sparks, MD	D/O
General Dynamics/Convair	San Diego, CA	O
General Dynamics Corp.	St. Louis, MO	D
General Electric Co.	Utica, NY	O
General Motors Corp.	Detroit, MI	D
General Motors Corp.	New York, NY	D
Grumman Aerospace Corp.	Bethpage, NY	O
Jensen International	Lumberton, NC	D/O
Jones Manufacturing Company, Inc.	Birmingham, AL	D

Lockheed Missles & Space	Burbank, CA	O
McDonnell Douglas	St. Louis, MO	O
Minnesota Mining & Manufacturing, Co.	St. Paul, MN	D
Monroe & Co., Inc.	Hot Springs, AR	D
Northrop Corp.	Los Angeles, CA	O
Phiffer Wire Products, Inc.	Tuscaloosa, AL	D
Pitney Bowes, Inc.	Stamford, CT	O
Quaker Oat Company	Lawrence, KS	D
Rockwell International	Pittsburgh, PA	D/O
Steelcase, Inc.	Grand Rapids, MI	D
Tru-Pac, Ltd.	Wilmington, DE	D
Union Carbide Corp.	Danbury, CT	O
Varian Associates, Inc.	Palo Alto, CA	D
Westinghouse Corp.	Pittsburgh, PA	D
Xerox Corp.	Stamford, CT	O
Food Service:		
The Apple Doll House Tea Room	Guilford, CT	D
Burger King Corporation	Miami, FL	D/O
Chi Chi's Restaurants	Minneapolis, MN	D
Commercial Baking and Industrial Trade Training Program	Indianapolis, IN	D
The Country Squire Restaurant	Killingworth, CT	D
Denny's Restaurant	Tacoma, WA	D
The Donut Shop	La Mesa, CA	D
The Eden Express Restaurant	Hayward, CA	D
Marquette Hotel Northstar	Minneapolis, MN	D
McDonalds Corp.	Oak Brook, IL	D/O
McDonalds Restaurant	Newark, NJ	D/O
McDonalds Restaurant	Helena, MT	D/O
McDonalds Restaurant	Oklahoma City, OK	D/O
McMaster's Program McDonald Corp.	Fairfax, VA	D/O
Morrison Cafeteria	Greenville, SC	D/O
Nebraska Methodist Hospital-Omaha	Omaha, NE	D
Pie-in-the-Sky Pastry Shop	Albany, NY	D
Pinocchio's Bakery and Sandwich Shop	Owensboro, KY	D
Pinocchio's Deli	Owensboro, KY	D
The Spice Rack	Elmira, NY	D
Wendy's Restaurants	Hopkin, MN	D/O

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[1] O = Older worker, D = Worker with disabilities, and D/O = Older worker and worker with disabilities.

Section II
Alphabetical Directory of Resources

ABLEDATA, Washington, DC; Accommodations, General Information

Accent on Living, Bloomington, IL; Employer Information

Access to the World, A Travel Guide for the Handicapped, New York, NY; Travel

Accessibility, Minnesota Travel Information Center, St. Paul, MN; Travel

Administration on Aging, National Clearinghouse on Aging, Washington, DC; Information Centers

AFL-CIO Human Resources Development Institute, Handicapped Placement Program, Washington, DC; Employer Information

Aging in America, Bronx, NY; Older Workers

Aids and Appliances Review, Caroll Center for the Blind, Newton, MA; Accommodations

Alexander Graham Bell Association for the Deaf, Washington, DC; Persons with Disabilities

The Almanac, American Orthotic and Prosthetic Association, Washington, DC; Accommodations

American Association for the Advancement of Science, Project on the Handicapped in Science, *Bulletin on Science and Technology for the Handicapped*, Washington, DC; Accommodations, Employer Information

American Association on Mental Deficiency, Washington, DC; Persons with Disabilities

American Association of Retired Persons, (AARP), Washington, DC; Older Workers

American Association of University Affiliated Programs for Persons with Developmental Disabilities, Silver Spring, MD; Persons with Disabilities

American Association of Workers for the Blind, Inc., Washington, DC; Persons with Disabilities

American Coalition of Citizens with Disabilities, Washington, DC; General Assistance

American Council of Blind Federal Employees, Washington, DC; Persons with Disabilities

American Deafness and Rehabilitation Association, Inc., Silver Spring, MD; Persons with Disabilities

American Foundation for the Blind, New York, NY; Persons with Disabilities

American Institute of Architects, Washington, DC; Accommodations

American National Standards Institute, Inc., New York, NY; Accommodations, General Assistance

American Orthotic and Prosthetic Association, *The Almanac*, Washington, DC; Accommodations

American Printing House for the Blind, Inc., Louisville, KY; Persons with Disabilities

American Society on Aging, San Francisco, CA; Older Workers

American Telephone and Telegraph, AT&T Special Needs Center, Parsippany, NJ; Accommodations

American Veterans Committee, Washington, DC; Persons with Disabilities

American Veterans of World War II, Korea, and Vietnam, AMVETS, Washington, DC; Persons with Disabilities

Architecture and Transportation Barriers Compliance Board, U.S. Department of Health and Human Services, Washington, DC; Accommodations, Enforcement Agencies

Arkansas, University of, Board of Trustees, Fayetteville, AR; Accommodations

Artificial Language Laboratory, Computer Science Department, Michigan State University, East Lansing, MI; Accommodations

Association for Computing Machinery, New York, NY; Accommodations

Association for Education of the Visually Handicapped, Alexandria, VA; Persons with Disabilities

Association Nacional Pro Personas Mayores, Los Angeles, CA; Older Workers

The Association of Persons with Severe Handicaps (TASH), Seattle, WA; Persons with Disabilities

Association of Rehabilitation Programs in Data Processing, Gaithersburg, MD; Employer Information

Association for Retarded Citizens, USA, Arlington, TX; Persons with Disabilities

Association for Retarded Citizens of the United States, Bioengineering Program, Arlington, TX; Accommodations

Baruch College Computer Center for the Visually Impaired, Manufacturers Hanover Trust Company, New York, NY; Employer Information

Better Hearing Institute, Washington, DC; Accommodations

Bioengineering Program, Association for Retarded Citizens of the United States, Arlington, TX; Accommodations

Blinded Veterans Association, Washington, DC; Persons with Disabilities

Brain Information Services, Center for Health Sciences, University of California, Los Angeles, CA; Accommodations

Bulletin of Prosthetic Research, Rehabilitation Engineering Research and Development Service, Department of Medicine and Surgery, U.S. Veterans Administration, Washington, DC; Accommodations

Bulletin on Science and Technology for the Handicapped, American Association for the Advancement of Science, Washington, DC; Accommodations

Business Information Processing Education for the Disabled, BIPED Corporation, Stamford, CT; Employer Information

California State University at Hayward, Computer Center, Hayward, CA, Accommodations

Caroll Center for the Blind, *Aids and Appliances Review*, Newton, MA; Accommodations

Case Western Reserve University School of Medicine, Cleveland, OH; Accommodations

Center for Health Sciences, Brain Information Services, University of California, Los Angeles, CA; Accommodations

Center for Independent Living, Computer Training Program, Berkeley, CA; Employer Information

Cerebral Palsy Research Foundation of Kansas, Inc., Wichita, KS; Accommodations

Clearinghouse on the Handicapped, Office of Special Education Rehabilitation Services, Washington, DC; Employer Information

Columbia University, School of Social Work, Regional Rehabilitation Research Institute, New York, NY; General Information

Commission on Accreditation of Rehabilitation Facilities, Tucson, AZ; Persons with Disabilities

Committee for the Handicapped, People to People Program, Washington, DC; Persons with Disabilities

Committee on Personal Computers and the Handicaped, Chicago, IL; Accommodations

Communication Outlook, Artificial Language Laboratory, Michigan State University, East Lansing, MI; Accommodations

Computer Programming by the Severely Disabled, LIFT, Inc., Northbrook, IL; Employer Information

Computers to Help People, Inc., Madison, WI; Accommodations

Control Data Institute, Control Data Corporation, Minneapolis, MN; Employer Information

A Creative Partnership: Guidelines for Development of a Project with Industry, Electronics Industries Foundation, Washington, DC; Employer Information

Davey Environmental Service, Kent, OH; Employer Information

Deafness Research Foundation, New York, NY; Persons with Disabilities

Designing for Functional Limitations, Job Development Laboratory, Washington, DC; Accommodations

Disabilities Rights Center, Washington, DC; Legal Advocacy Centers

Disabled American Veterans, National Service and Legislative Headquarters, Washington, DC; Persons with Disabilities

Disabled Programmers, Inc. (DPI), Palo Alto, CA; Employer Information

Educational Resources Information Center, Clearinghouse for Counseling Personnel Services, University of Michigan, Ann Arbor, MI; Employer Information

Educational Resources Information Center, Clearinghouse on Reading and Communication Skills, Urbana, IL; Employer Information

Educational Resources Informati Center, National Institute of Education, Washington, DC; Employer Informat

Electronics Industries Foundatio *A Creative Partnership: Guidelines for Development of a Project with Indu ry*, Washington, DC; Employer Information

Employment of the Handicapped i State and Local Government: A Guide for General Program Implementation and Empl ment of the Handicapped in State and Local Government: A Guide to Specific D abilities, Facts on File, Inc., New York, NY; Employer Information

The Employment Law News, Nationa Employment Law Project, New York, NY; Legal Advocacy Centers

Epilepsy Foundation of America, W shington, DC; Persons with Disabilities

Federal Programs Advisory Service Washington, DC; Employer Information, General Assistance

Frommer's Guide for the Disabled T veler: The United States, Canada, and Europe, New York, NY; Travel

Federation of the Handicapped, Inc New York, NY; Persons with Disabilities

Gallaudet University, Deafness Tra ing Programs, Washington, DC; Persons with Disabilities

George Washington University Job D velopment Laboratory, Rehabilitation Research and Training Center, Washington, DC Accommodations

Gerontological Society of America, ashington, DC; Older Workers

Gray Panthers, Philadelphia, PA; Old Workers

Green Pages, Winter Park, FL; Acco modations

Green Thumb, Inc., Arlington, VA; Ol er Workers

Guide Dog Users, Baldwin, NY; Perso s with Disabilities

Horticulture Hiring the Disabled (HH), Gaithersburg, MD; Employer Information

Horticultural Therapy Degrees, Kans State University, Manhattan, KS; Employer Information

Horticulture Therapy Options, Blacks urg, VA; Employer Information

Hospital Industries Handbook: Using Hospitals as Job Training and Employment Sites for the Developmentally Disabled, Maine Medical Center, Portland, ME; Employer Information

Human Policy Press, Center on Human Policy, Syracuse, NY; Employer Information

Human Resources Center, Albertson, NY; Employer Information

IBM Corporation, Federal Systems Division, Gaithersburg, MD; Employer Information

IMPART, Texas Rehabilitation Commission, Austin, TX; Accommodations

Independent Living Projects, Rehabilitation Services Administration, Washington, DC; Employer Information

Independent Living Rehabilitation Unit, University of Nebraska, Lincoln, NE; Accommodations

Industry-Labor Council, National Center on Employment of the Handicapped, Human Resources Center, READI-DATA, Albertson, NY; Accommodations, Employer Information

Information Center for Individuals with Disabilities, Boston, MA; Employer Information

International Directory of Job-oriented Assistive Device Sources, Lifeboat, Inc., Sherman Oaks, CA; Accommodations

Job Accommodations Network (JAN), Morgantown, WV; Accommodations

Job Development Laboratory, Rehabilitation Research and Training Center, George Washington University, Washington, DC; Accommodations

Job Match, Operation, Washington, DC; Information Centers, Persons with Disabilities

Junior National Association of the Deaf, Walkersville, MD; Persons with Disabilities

Helen Keller National Center for Deaf-Blind Youths and Adults, Sands Point, NY; Persons with Disabilities

Lehman, Herbert H., College, City University of New York, Bronx, NY; Employer Information

Library of Congress, National Library Service for the Blind and Physically Handicapped, Washington, DC; Persons with Disabilities

Lifeboat, Inc., *International Directory of Job-oriented Assistive Device Sources*, Sherman Oaks, CA; Accommodations

LIFT, Inc., Computer Programming by the Severely Disabled, Northbrook, IL; Employer Information

Louisiana Technical University, Department of Biomedical Engineering, Rustin, LA; Accommodations

LTD Travel, San Mateo, CA; Travel

Mainstream, Inc., Washington, DC; General Assistance

Maryland Rehabilitation Center, Baltimore, MD; Accommodations

Medcomp Research Foundation, Cincinatti, OH; Employer Information

Melwood Horticulture Training Center, Inc., Upper Marlboro, MD; Employer Information

The Menninger Foundation Rehabilitation Program, Project Independence, Topeka, KS; Employer Information, Persons with Disabilities

Minnesota Travel Information Center, Minnesota Office of Tourism, *Accessibility*, St. Paul, MN; Travel

MultiResource Centers, Inc., *PWI Forum*, Minneapolis, MN; Employer Information

Muscular Dystrophy Association, New York, NY; Persons with Disabilities

National Association of Area Agencies on Aging, Washington, DC; Older Workers

National Association of Blind Teachers, Springfield, IL; Persons with Disabilities

National Association of Developmental Disabilities Councils, Washington, DC; Persons with Disabilities

National Association of Protection and Advocacy Systems, Inc., Washington, DC; Persons with Disabilities

National Association of State Units on Aging, Washington, DC; Older Workers

National Association for the Visually Handicapped, New York, NY, and San Francisco, CA; Persons with Disabilities

National Caucus and Center on Black Aged (NCBA), Washington, DC; Older Workers

National Center for a Barrier Free Environment, Washington, DC; Accommodations

National Center for Law and the Deaf, Washington, DC; Legal Advocacy Centers

National Center on Employment of the Disabled, Human Resources Center, READI-DATA, Albertson, NY; Accommodations, Employer Information

The National Center for Research in Vocational Education, Ohio State University, Columbus, OH; Older Workers

National Clearinghouse on Aging, Administration on Aging, Washington, DC; Information Centers

National Clearinghouse for Alcohol Information, Rockville, MD; Information Centers

National Clearinghouse for Drug Abuse Information, Rockville, MD; Information Centers

National Clearinghouse for Human Genetic Diseases, Rockville, MD; Information Centers

National Clearinghouse for Mental Health Information, National Institute for Mental Health, Rockville, MD; Information Centers

National Clearinghouse of Rehabilitation Training Materials, Oklahoma State University, Stillwater, OK; Information Centers

National Congress of Organization of the Physically Handicapped, Inc., Rockford, IL; Persons with Disabilities

National Council of Senior Citizens (NCSC), Washington, DC; Older Workers

National Council of Teachers of English, Urbana, IL; Employer Information

National Easter Seal Society for Crippled Children and Adults, Chicago, IL; Persons with Disabilities

National Employment Law Project, New York, NY; Legal Advocacy Centers

National Health Information Clearinghouse, Rosslyn, VA; General Information

National Industries for the Severely Handicapped, Bethesda, MD; Persons with Disabilities

National Information Center for Handicapped Children and Youth (NICHCY), Rosslyn, VA; Persons with Disabilities

National Information Center on Special Education Materials, University of Southern California, Los Angeles, CA; General Information

National Institute of Education, Educational Resources Information Center, Washington, DC; Employer Information

National Institute of Mental Health, Rockville, MD; Persons with Disabilities, Information Center

National Mental Health Association, Arlington, VA; Persons with Disabilities

National Multiple Sclerosis Society, New York, NY; Persons with Disabilities

National Office on Disability, Washington, DC; Persons with Disabilities

National Older Workers Information System (NOWIS), American Association of Retired Persons (AARP), Computerized Employment Data, Washington, DC; Accommodations, Older Workers

National Organization on Disability, Washington, DC; Persons with Disabilities

National Rehabilitation Information Center (NARIC), Catholic University of America, Washington, DC; Accommodations, General Information

National Restaurant Association, Human Resources Programs for the Handicapped, Washington, DC; Employer Information

National Senior Citizens Law Center, Washington, DC; Older Workers

The National Society for Autistic Children, Washington, DC; Persons with Disabilities

National Society for the Prevention of Blindness, Inc., New York, NY;
Persons with Disabilities

National Spinal Cord Injury Foundation, (formerly National Paraplegia Foundation), Newton Upper Falls, MA; Persons with Disabilities

National Technical Institute for the Deaf, Rochester Institute of Technology, Rochester, NY; Persons with Disabilities

National Urban League, New York, NY; Older Workers

Northwestern University Regional Engineering Center, Evanston, IL; Accommodations

Office for Handicapped Individuals, Clearinghouse on the Handicapped, Washington, DC; General Information

Ohlone Community College, Fremont, CA; Employer Information

Palm Beach Habilitation Center, Inc., Lake Worth, FL; Employer Information

Paralyzed Veterans of America, Washington, DC; Persons with Disabilities

People to People Program, Committee for the Handicapped, Washington, DC; Persons with Disabilities

President's Committee on Employment of the Handicapped, Washington, DC; Employer Information, General Assistance, General Information, Persons with Disabilities

President's Committee on Mental Retardation, Washington, DC; General Information, Persons with Disabilities

Projects with Industry Rehabilitation Services Administration, Washington, DC; Employer Information, General Information

Purdue University, Horticulture Department, West Lafayette, IN; Employer Information

PWI Forum, MultiResource Centers, Inc., Minneapolis, MN; Employer Information

READI-DATA, Industry-Labor Council, Human Resources Center, Albertson, NY; Accommodations, Employer Information

Regional Rehabilitation Research Institute on Attitudinal, Legal, and Leisure Barriers, Washington, DC; General Information

Regional Rehabilitation Research Institute, Columbia University School of Social Work, New York, NY; General Information

Registry of Interpreters for the Deaf, Silver Spring, MD; Persons with Disabilities

REHABDATA, Catholic University of America, Washington, DC; Accommodations, General Information

Rehabilitation Engineering, Research and Development Service, Department of Medicine and Surgery, Washington, DC; Accommodations

Rehabilitation Engineering Society of North America, Bethesda, MD; Accommodations

Rehabilitation International, New York, NY; Accommodations

Rehabilitation International USA, New York, NY; Accommodations

Rehabilitation Research and Training Center, Job Development Laboratory, George Washington University, Washington, DC; Accommodations

Rehabilitation Services Administration, Independent Living Projects, Washington, DC; Employer Information, General Information

Rehabilitation Services of Northern California, Pleasant Hill, CA; Employer Information

REHABTECH, Texas Rehabilitation Commission, Austin, TX; Accommodations

Southwest Educational Development Laboratory, Austin, TX; Accommodations

Systems Development Corporation, Santa Monica, CA; Employer Information

Technology Resources, AT&T National Special Needs Center, Parsippany, NJ; Accommodations

Texas A&M University, Department of Horticulture, College Station, TX; Employer Information

Texas Rehabilitation Commission, Austin, TX; Accommodations

Texas Technical University, Department of Plant and Soil Sciences, Lubbock, TX; Employer Information

Trace Research and Development Center, University of Wisconsin, Madison, WI; Accommodations

Travel for the Disabled, Twin Peaks Press, Portland, OR; Travel

United Cerebral Palsy Association, Inc., New York, NY; Persons with Disabilities

U.S. Council of the World Veterans Federation, Washington, DC; Persons with Disabilities

U.S. Department of Agriculture, Forest Service, Human Resource Programs, Washington, DC; Older Workers

U.S. Department of Education, Handicapped Concerns Staff, Washington, DC; General Assistance

U.S. Department of Education, Office of Special Education, Clearinghouse on the Handicapped, Washington, DC; Employer Information

U.S. Department of Health and Human Services, Architecture and Transportation Barriers Compliance Board, Washington, DC; Accommodations

U.S. Department of Health and Human Services, Office of Civil Rights, Washington, DC; Enforcement Agencies, Information Centers

U.S. Department of Justice, Civil Rights Division, Coordination and Review Section, Washington, DC; General Assistance

U.S. Department of Labor, Employment Standards Administration, Wage and Hour Division, Washington, DC; Enforcement Agencies

U.S. Department of Labor, Manpower Administration, *Handbook for Analyzing Jobs* Accommodations

U.S. Department of Labor, Office of Federal Contract Compliance, Washington, DC; Enforcement Agencies

U.S. Equal Employment Opportunity Commission, Washington, DC; Enforcement Agencies

U.S. National Bank of Oregon, Portland, OR; Employer Information

U.S. Office of Personnel Management, *Employment of Handicapped in State and Local Government: A Guide for General Program Implementation* and *Employment of the Handicapped in State and Local Government: A Guide to Specific Disabilities*, New York, NY; Employer Information

Urban Elderly Coalition, Washington, DC; Older Workers

Venture Technologies, Inc., Vancouver, BC, Canada; Accommodations

The Veterans Administration, Department of Medicine and Surgery, *Bulletin of Prosthetic Research*, Washington, DC; Persons with Disabilities

Veterans of Foreign Wars of the United States, Kansas City, MO; Persons with Disabilities

Working Age, American Association of Retired Persons, Washington, DC; Older Workers

World Rehabilitation Fund, New York, NY; Accommodations

Section III
Categorical Directory of Resources

Accommodations

Employer Resource Hot Line:

Job Accommodations Network (JAN)
PO Box 468
Morgantown, WV 26505
1-800-JAN-PCEH
1-800-526-7234

National Older Workers Information System (NOWIS)
American Association of Retired Persons (AARP)
1901 K Street, NW
Washington, DC 20049
(202) 662-4959

Data Systems:

National Rehabilitation Information Center (NARIC)
Catholic University of America
4407 Eighth Street NE
Washington, DC 20017
(202) 635-5826
REHABDATA
(202) 635-5822
ABLEDATA
(202) 635-6090

READI-DATA
Industry-Labor Council
National Center on Employment of the Disabled
Human Resources Center
I.U. Willets Road
Albertson, NY
(516) 747-5400

National Organizations:

Rehabilitation Engineering Society of North America
4405 East-West Highway
Suite 210
Bethesda, MD 20814
(301) 657-4142

Accommodations

Resource Centers:

Maryland Rehabilitation Center
2301 Argonne Drive
Baltimore, MD 21218

ABLEDATA
National Rehabilitation Information Center
Catholic University of America
Washington, DC 20064

REHABTECH
Texas Rehabilitation Commission
118 E. Riverside Drive
Austin, TX 78704
(512) 445-8348

Independent Living Rehabilitation Unit
College of Home Economics
University of Nebraska-Lincoln
Lincoln, NE 68508

George Washington University
Job Development Laboratory
Rehabilitation Research and Training Center
2300 Eye Street NW, Room 240
Washington, DC 20037

Job Analysis and Adaptations (Manuals):

International Directory of Job-oriented Assistive Device Sources
Lifeboat, Inc.
14938 1/2 Ventura Boulevard
Sherman Oaks, CA 91403
(818) 783-6500

Accommodations

Handbook for Analyzing Jobs
U.S. Department of Labor, Manpower Administration
Washington, DC
Available from:
Superintendent of Documents
U.S. Government Printing Office
Washington, DC

Designing for Functional Limitations
Job Development Laboratory
Room 420
2300 Eye Street, NW
Washington, DC 20037

Educational and Technical Organizations:

National Center for a Barrier Free Environment
1140 Connecticut Avenue, NW
Suite 1006
Washington, DC 20036
(202) 466-6896

Removing Architectural Barriers:

American Institute of Architects
1735 New York Avenue, NW
Washington, DC 20006

Accessibility and Standards:

American National Standards Institute, Inc.
1430 Broadway
New York, NY 10018

Enforcement Agency for Section 502 of the Vocational Rehabilitation Act--

Architecture and Transportation Barriers Compliance Board
U.S. Department of Health and Human Services
Room 1010, Mary Switzer Building
3rd and Independence Avenue, SW
Washington, DC 20036

Accommodations

Personal Computers:

Deaf, Blind, and Motor Impairments--

Association for Computing Machinery
11 West 42nd Street
New York, NY 10036
(212) 869-7440

Technical Assistance, Computer Loans--

Committee on Personal Computers and the Handicapped
2030 Irving Park Road
Chicago, IL 60618

Training and Tutoring on Microcomputers--

Computers to Help People, Inc.
1221 West Johnson Street
Madison, WI 53715

Computer Equipment--

California State University at Hayward
Computer Center
Hayward, CA 94542
(415) 881-3099

Scanning, Direct Select, and Voice Input for Computers--

Venture Technologies, Inc.
171 Water Street
2nd Floor
Vancouver, BC V6B 1A7
Canada
(604) 684-9803

Rehabilitation Engineering Centers:

Work-site Modification for Neurologically Impaired Individuals--

Cerebral Palsy Research Foundation of Kansas, Inc.
2021 North Old Manor
Wichita, KS 67208
(316) 588-1888

Accommodations

Innovations That Allow Individuals with Physical Disabilities to Drive--

Louisiana Technical University
Department of Biomedical Engineering
PO Box 7923 T.3
Rustin, LA 72172

Network Project--

Southwest Educational Development Laboratory
211 East Seventh Street
Austin, TX 78701

Research on Functional Electrical Stimulation for Restoration of Musculoskeletal Impairment--

Case Western Reserve University
School of Medicine
2119 Abington Road
Cleveland, OH 44106
(216) 444-4900

IMPART
Texas Rehabilitation Commission
118 East Riverside Drive
Austin, TX 78704
(512) 442-0106

Rehabilitation International
432 Park Avenue South
New York, NY 10016
(216) 679-6520

Rehabilitation International USA
1123 Broadway
New York, NY 10010
(212) 620-4040

World Rehabilitation Fund
400 East 34 Street
New York, NY 10016
(212) 679-2934

Accommodations

Technical Aids:

Hearing Impairments--

University of Arkansas
Board of Trustees
Fayetteville, AR 72701
(501) 371-1654

Prosthetics and Orthotics--

Northwestern University
Regional Engineering Center
633 Clark Street
Evanston, IL 60201
(312) 649-8560

Communication Impairments--

Trace Research and Development Center
University of Wisconsin
314 Waisman Center
1500 Highland Avenue
Madison, WI 53706

Technology for Severe and Profound Retardation--

Bioengineering Program
Association for Retarded Citizens of the United States
2501 Avenue J
Arlington, TX 76011

Voice Communication--

Technology Resources
AT&T National Special Needs Center
2001 Route 46
Parsippany, NJ 07054
1 (800) 233-1222
1 (800) 833-3232 (TTY)

Accommodations

Hearing Aids--

Better Hearing Institute
1430 K Street, NW
Suite 600
Washington, DC 20005
(202) 638-7577

Literature on Neurological Disorders--

Brain Information Services
Center for Health Sciences
University of California
Los Angeles, CA 90024
(213) 825-6001

Technological Aids--

Green Pages
PO Box 1586
Winter Park, FL 32790
(305) 628-0545

Newsletters:

Aids and Appliances Review
Caroll Center for the Blind
770 Center Street
Newton, MA 02158
(617) 969-6200

The Almanac
American Orthotic and Prosthetic Association
1444 N Street, NW
Washington, DC 20005
(202) 234-8400

Bulletin of Prosthetic Research
Rehabilitation Engineering
Research and Development Service
Department of Medicine and Surgery
U.S. Veterans Administration
Washington, DC 20420

Accommodations

Bulletin on Science and Technology for the Handicapped
American Association for the Advancement of Science
Office of Opportunities in Science
1515 Massachusetts Avenue, NW
Washington, DC 20005

Communication Outlook
Artificial Language Laboratory
Computer Science Department
Michigan State University
East Lansing, MI 48824

Employer Information

City and State Government:

Manuals or Guides--

Employment of the Handicapped in State and Local Government: A Guide for General Program Implementation
Facts on File, Inc.
New York, NY

Employment of the Handicapped in State and Local Government: A Guide to Specific Disabilities
Facts on File, Inc.
New York, NY

Computer Training Programs and Accommodations:

Control Data Institute
Control Data Corporation
8100 34th Avenue
Minneapolis, MN 55420

Data Processing--

IBM Corporation
Federal Systems Division
18100 Frederick Pike
Gaithersburg, MD 20760

Disabilities and Computer Programs--

Systems Development Corporation
3000 Olympic Boulevard
Santa Monica, CA 90404
(213) 829-7511, ext. 2977

Business Information Processing Education for the Disabled (BIPED)
Joseph P. LaMaine
Director of Instruction
BIPED Corporation
26 Palmer's Hill Road
Stamford, CT 06902

Employer Information

Disabled Programmers, Inc. (DPI)
Tom Puorro, President
Disabled Programmers, Inc.
One Campbell Avenue
Palo Alto, CA 94306

Disabilities and Computer Training Programs:

LIFT, Inc.
Computer Programming by the Severely Disabled
350 Pfingsten
Northbrook, IL 60062
(312) 564-9005

Center for Independent Living
Computer Training Program
2020 Milvia, Suite 470
Berkeley, CA 94704

Association of Rehabilitation Programs in Data Processing
Box 2404
Gaithersburg, MD 20879

Blind--

Baruch College Computer Center for the Visually Impaired,
Manufacturers Hanover Trust Company, and the University of Manitoba
Baruch College Computer Center for the Visually Impaired
17 Lexington Avenue
PO Box 264
New York, NY 10010

Control Data Institute
Control Data Corporation
8100 34th Avenue
Minneapolis, MN 55420
(612) 853-4748

IBM Corporation
Federal Systems Division
18100 Frederick Pike
Gaithersburg, MD 20760

Employer Information

Medcomp Research Foundation
2400 Reading Road
Cincinatti, OH 45202
(513) 721-3356

Computer Training and Accommodations:

Ohlone Community College
43600 Mission Boulevard
PO Box 3909
Fremont, CA 94538

U.S. National Bank of Oregon
555 Southwest Oak Street
Portland, OR 97204
(503) 225-5981

Electronics:

Electronics Industries Foundation
2001 Eye Street, NW
Suite 201
Washington, DC 20006
(202) 955-5816

Industry-Labor Council
READI-DATA
National Center on Employment of the Disabled
Human Resources Center
Albertson, NY 11507
(516) 747-5400

Food Service:

National Restaurant Association
Human Resources Programs for the Handicapped
311 First Street, NW
Washington, DC 20001
(202) 638-6100

Horticulture:

Horticulture Hiring the Disabled (HHD)
9041 Comprint Court
Suite 103
Gaithersburg, MD 20877

Employer Information

Melwood Horticulture Training Center, Inc.
5606 Dower House Road
Upper Marlboro, MD 20722

Palm Beach Habilitation Center, Inc.
4522 South Congress Avenue
POP Drawer 5529
Lake Worth, FL 22366

Davey Environmental Service
117 South Water Street
Kent, OH 44240
(800) 227-1735
(800) 3321-7572-outside Ohio

Rehabilitation Services of Northern California
490 Golf Club Road
Pleasant Hill, CA 94523
(415) 682-6330

University Programs in Horticulture Rehabilitation:

B.S./M.S.--

Horticultural Therapy Degrees
Kansas State University
Department of Horticulture
Manhattan, KS 66502
ATTN: Dr. Richard Mattson
(913) 532-6170

Horticultural Therapy Options
Department of Horticulture
Virginia Polytechnic Institute and State University
Blacksburg, VA 24061

B.S.--

Herbert H. Lehman College
City University of New York
250 Bedford Park Boulevard West
Bronx, NY 10468
(212) 960-8881

Purdue University
Horticulture Department
West Lafayette, IN 47907
ATTN: Dr. Leslie Hafen
(317) 494-1300

Texas Technical University
Department of Plant and Soil Science
Lubbock, TX 79405
ATTN: Dr. George Tereshkovich
(806) 742-2827

Texas A&M University
Department of Horticulture
College Station, TX 77840
ATTN: Joe Novack
(409) 845-7341

Hospitals:

Manuals--

Hospital Industries Handbook: Using Hospitals as Job Training and Employment Sites for the Developmentally Disabled
Maine Medical Center
Department of Rehabilitation Medicine
Portland, ME 04102
(207) 871-2463

Organizations, Job Development, and Technical Assistance--

Industry-Labor Council
READI-DATA
National Center on Employment of the Disabled
Human Resources Center
I.U. Willets Road
Albertson, NY 11507
(516) 747-5400

Employer Information

Labor Unions:

AFL-CIO Human Resources Development Institute
Handicapped Placement Program
AFL-CIO Headquarters Building
815 16th Street, NW
Washington, DC 20006
(202) 638-3912

Labor and Handicapped People:

President's Committee on Employment of the Handicapped
1111 20th Street, NW
Washington, DC 20036
(202) 653-5044

Projects with Industry (PWIs):

Federal Office--

Projects with Industry Rehabilitation Services Administation
U.S. Department of Education
400 Maryland Avenue, SW
Washington, DC 20201
(202) 732-1333

Directory of Programs--

The Menninger Foundation Rehabilitation Program
Project Independence
700 Jackson Street, 9th Floor
Topeka, KS 66603
(913) 233-2051

Newsletters--

PWI Forum
MultiResource Centers, Inc.
1900 Chicago Avenue
Minneapolis, MN 55409
(612) 871-2402

Employer Information

Manuals--

A Creative Partnership: Guidelines for Development of a Project with Industry
Electronics Industries Foundation
2001 Eye Street, NW
Washington, DC 20006

Science:

American Association for the Advancement of Science
Project on the Handicapped in Science
1776 Massachusetts Avenue, NW
6th Floor
Washington, DC 20036
(202) 467-4496

Disabilities and Education:

All Disabilities--

Accent on Living
PO Box 700
Bloomington, IL 61701
(309) 378-2961

Special Education--

Clearinghouse on the Handicapped
Office of Special Education Rehabilitation Services
U.S. Department of Education
Washington, DC 20202

Education Resources Information Center
National Institute of Education
Office of Dissemination and Resources
Washington, DC 20208
(202) 254-5555

Employer Information

Counseling--

Educational Resources Information Center
Clearinghouse for Counseling Personnel Services
2108 School of Education
University of Michigan
Ann Arbor, MI 48109
(313) 764-9492

Communication and Language Arts--

Educational Resources Information Center
Clearinghouse on Reading and Communication Skills
National Council of Teachers of English
1111 Kenyon Road
Urbana, IL 61801

Issues and Policies:

Federal Regulations--

Federal Programs Advisory Service
2120 L Street, NW
Washington, DC 20037
(202) 872-1766

Attitudes and Ideology--

Human Policy Press
Center on Human Policy
PO Box 127
University Station
Syracuse, NY 13210
(315) 423-3851

Location of Resources:

Information Center for Individuals with Disabilities
20 Providence Street
Room 329
Boston, MA 02116
(617) 727-5540

Employer Information

Jobs and Living:

Employment--

Human Resources Center
Albertson, NY 1507
(516) 747-5400

Independent Living Centers--

Independent Living Projects
Office of Program Development
Rehabilitation Services Administration
Mary E. Switzer Building
Room 3216
330 C Street, SW
Washington, DC 20201
(201) 245-0890

Information Centers

Jobs and Living:

Alcohol Abuse--

National Clearinghouse for Alcohol Information
1776 East Jefferson Street
4th Floor
Rockville, MD 20852
(301) 468-2600

Drug Abuse--

National Clearinghouse for Drug Abuse Information
5600 Fishers Lane
Room 10A-53
Rockville, MD 20852
(301) 443-6500

Aging:

National Clearinghouse on Aging
Administration on Aging
U.S. Department of Health and Human Services
330 Independence Avenue, SW
Washington, DC
(202) 245-2158

Genetic Diseases:

National Clearinghouse for Human Genetic Diseases
1776 East Jefferson Street
Rockville, MD 20852
(301) 279-4642

Mental Health:

National Clearinghouse for Mental Health Information
National Institute of Mental Health
5600 Fishers Lane
Room 11A-33
Rockville, MD 20852
(301) 443-4517

Information Centers

Research and Training Materials:

National Clearinghouse of Rehabilitation Training Materials
Old USDA Building, Room 115
Oklahoma State University
Stillwater, OK 74078
(405) 624-7650

Operation Job Match
1200 15th Street, NW
Washington, DC 20005
(202) 887-0136

General Information

Clearinghouses:

National Health Information Clearinghouse
1300 Wilson Boulevard
Suite B2-11
Rosslyn, VA 22209
(202) 472-5730

Bibliographies and Educational Materials:

National Information Center on Special Education Materials
University of Southern California
University Park
Los Angeles, CA 90007
(213) 741-2311

Computerized Data Banks:

National Rehabilitation Information Center
Catholic University of America
4407 8th Street, NE
Washington, DC 20064
ABLEDATA (202) 635-6090
REHABDATA (202) 635-5822

Office for Handicapped Individuals
Clearinghouse on the Handicapped
U.S. Department of Health and Human Services
Hubert H. Humphrey Building, Room 339-D
200 Independence Avenue, SW
Washington, DC 20201
(202) 245-6646

President's Committee on Employment of the Handicapped
1111 20th Street, NW
Room 636
Washington, DC 20036

Mental Retardation:

President's Committee on Mental Retardation
7th and D Streets, NW
Washington, DC 20201
(202) 472-1668

General Information

Employment Training Programs:

Projects with Industry
Division of Innovative Programs and Demonstrations
Rehabilitation Services Administration
U.S. Department of Education
400 Maryland Avenue, SW
Washington, DC 20202
(202) 472-4186

Affirmative Action:

Regional Rehabilitation Research Institute
Industrial Social Welfare Center
Columbia University
School of Social Work
622 West 113 Street
New York, NY 10025

Attitudinal and Legal Barriers:

Regional Rehabilitation Research Institute on Attitudinal, Legal, and Leisure Barriers
1828 L Street, NW
Suite 704
Washington, DC 20036

Federally Funded Rehabilitation Programs:

Rehabilitation Services Administration
U.S. Department of Health and Human Services
Mary E. Switzer Building, Room 3086
330 C Street, SW
Washington, DC 20201
(202) 472-3185

Persons with Disabilities

Research Organizations and Publications (All Disabilities):

American Association of University Affiliated Programs
for Persons with Developmental Disabilities
8605 Cameron Street, Suite 405
Silver Spring, MD 20910

Commission on Accreditation of Rehabilitation Facilities
2500 North Pantano Road
Tuscon, AZ 85715
(602) 886-8575

Committee for the Handicapped
People to People Program
Suite 610
1028 Connecticut Avenue, NW
Washington, DC 20036

Federation of the Handicapped, Inc.
211 West 14th Street
New York, NY 10011
(212) 242-9050

National Association of Developmental Disabilities Councils
1234 Massachusetts Avenue, NW
Washington, DC 20005
(202) 347-1234

National Information Center for Handicapped Children and
Youth (NICHCY)
1555 Wilson Boulevard
Suite 508
Rosslyn, VA 22209
(703) 522-3332

National Association of Protection and Advocacy Systems, Inc.
1719 Kalorama Road
Washington, DC 20009
(202) 387-1963

Persons with Disabilities

National Office on Disability
1575 Eye Street, NW
Washington DC 20008
(202) 387-1963

National Organization on Disability
Suite 234
2100 Pennsylvania Avenue
Washington, DC 20037
(202) 293-5960

President's Committee on Employment of the Handicapped
1111 20th Street, NW
Washington, DC 20036
(202) 653-5044

The Association of Persons with Severe Handicaps (TASH)
7017 Roosevelt Way, NE
Seattle, WA 98115

Autism:

The National Society for Autistic Children
1234 Massachusetts Avenue, NW
Suite 1017
Washington, DC 20005

Blindness and Visual Impairments:

American Association of Workers for the Blind, Inc.
1511 K Street, NW
Washington, DC 20005
(202) 347-1559

American Council of Blind Federal Employees
1211 Connecticut Avenue, NW
Suite 506
Washington, DC 20036
(202) 833-1251

American Foundation for the Blind
15 West 16th Street
New York, NY 10011
(212) 620-2000
(212) 924-0420

Persons with Disabilities

General Information:

American Printing House for the Blind, Inc.
1839 Frankford Avenue
Louisville, KY 40206
(502) 895-2405

Association for Education of the Visually Handicapped
206 North Washington Street
Alexandria, VA 22314
(703) 836-6060

Guide Dog Users
2130 Maple Street
Baldwin, NY 11510
(313) 848-6191

National Association of Blind Teachers
216 West Miller Street
Springfield, IL 62702
(217) 528-0196

Literature and Research:

National Association for the Visually Handicapped
305 24th Street
New York, NY 10010
3201 Balboa Street
San Francisco, CA 94121
(212) 889-3141

National Industries for the Severely Handicapped
4350 East-West Highway, Suite 1120
Bethesda, MD 20814
(301) 654-0115

National Society for the Prevention of Blindness, Inc.
79 Madison Avenue
New York, NY 10016
(212) 684-3505

Persons with Disabilities

Cerebral Palsy:

United Cerebral Palsy Association, Inc.
66 East 34th Street
New York, NY 10016
(212) 481-6300

Deafness:

Alexander Graham Bell Association for the Deaf
3417 Volta Place, NW
Washington, DC 20007
(202) 337-5220

American Deafness and Rehabilitation Association, Inc.
814 Thayer Avenue
Silver Spring, MD 20910
(301) 589-0880

Research--

Deafness Research Foundation
342 Madison Avenue
New York, NY 10017
(212) 684-6556

Training Programs--

Gallaudet University
7th and Florida Avenues, NE
Washington, DC 20002
(Voice) (202) 651-5100
(THY) (202) 651-5104

Junior National Association of the Deaf
c/o Melinda Padden
9905 Greenbrier Lane
Walkersville, MD 21793

National Technical Institute for the Deaf
Rochester Institute of Technology
1 Lomb Memorial Drive
Rochester, NY 14623
(716) 475-6400

Persons with Disabilities

Registry of Interpreters for the Deaf
814 Thayer Avenue
Silver Spring, MD 20910

Operation Job Match
1200 15th Street, NW
Washington, DC 20005
(202) 887-0136

Deafness and Blindness:

Helen Keller National Center for Deaf-Blind Youths and Adults
111 Middle Neck Road
Sands Point, NY 11050

Reading and Listening Materials--

Library of Congress
National Library Service for the Blind and Physically Handicapped
Washington, DC 20542

Epilepsy:

Epilepsy Foundation of America
1828 L Street, NW
Washington, DC 20036
(202) 293-2930

Mental Health:

National Mental Health Association
1800 North Kent Street
Arlington, VA 22209
(703) 528-6405

National Institute of Mental Health
5600 Fishers Lane
Rockville, MD 20857

The Menninger Foundation
PO Box 829
Topeka, KS 66601
(913) 234-9566

Persons with Disabilities

Mental Retardation:

American Association on Mental Deficiency
5101 Wisconsin Avenue, NW
Washington, DC 20016
(202) 686-5400

Association for Retarded Citizens, USA
PO Box 6109
Arlington, TX 76011
(817) 640-0204

President's Committee on Mental Retardation
7th and D Streets, SW
Washington, DC 20201
(202) 245-7634

Multiple Sclerosis:

National Multiple Sclerosis Society
205 East 42nd Street
New York, NY 10017
(212) 986-3240

Muscular Dystrophy:

Muscular Dystrophy Association
810 Seventh Avenue
New York, NY 10019
(210) 586-0808

Physical Disabilities:

National Congress of Organizations of the Physically Handicapped, Inc.
1627 Deborah Avenue
Rockford, IL 61103

National Easter Seal Society for Crippled Children and Adults
2033 West Ogden Avenue
Chicago, IL 60612
(312) 243-8400

National Spinal Cord Injury Foundation
(formerly National Paraplegia Foundation)
369 Elliot Street
Newton Upper Falls, MA 02161
(312) 243-8400

Persons with Disabilities

Veterans:

American Veterans Committee
1346 Connecticut Avenue, NW
Suite 930
Washington, DC 20036

American Veterans of World War II, Korea, and Vietnam (AMVETS)
1710 Rhode Island Avenue, NW
Washington, DC 20036

Blinded Veterans Association
1725 DeSales Street, NW
Washington, DC 20036
(202) 347-4010

Disabled American Veterans
National Service and Legislative Headquarters
807 Maine Avenue, SW
Washington, DC 20024
(202) 554-3501

Paralyzed Veterans of America
4330 East-West Highway
Suite 300
Washington, DC 20014
(301) 652-2135

U.S. Council of the World Veterans Federation
1508 19th Street, NW
Washington, DC 20036
(202) 232-4000

The Veterans Administration
Department of Medicine and Surgery
810 Vermont Avenue, NW
Washington, DC 20420
(202) 393-4120

Veterans of Foreign Wars of the United States
34th and Broadway
Kansas City, MO 64111
(816) 756-3390

Older Workers

Organizations:

Aging in America
1500 Pelham Parkway
Bronx, NY 10461
(212) 824-4004

American Society on Aging
833 Market Street
Suite 516
San Francisco, CA 94103
(415) 543-2617

Job Information, Worker Equity, and Advocacy--

American Association of Retired Persons (AARP)
1901 K Street, NW
Washington, DC 20049
(202) 662-4959

AARP Related Departments:
- Institute of Lifetime Learning
- Worker Equity
- National Older Worker Information Service (NOWIS)
- Senior Community Service Employment Program
- *Working Age* (newsletter)

Gerontological Society of America
1835 K Street, NW
Suite 305
Washington, DC 20006

Gray Panthers
3635 Chestnut Street
Philadelphia, PA 19104

National Association of Area Agencies on Aging
600 Maryland Avenue, SW
Washington, DC 20024

Information on Aging--

National Association of State Units on Aging
600 Maryland Avenue, SW
Washington, DC 20024

Older Workers

Research and Training Materials--

The National Center for Research in Vocational Education
Ohio State University
1960 Kenny Road
Columbus, Ohio 43210

Advocacy--

National Senior Citizens Law Center
1302 18th Street, NW
Washington, DC 20049

Urban Elderly Coalition
600 Maryland Avenue, SW
Washington, DC 20024

General Information--

Association Nacional Pro Personas Mayores
1730 West Olympic Boulevard
Suite 401
Los Angeles, CA 90015

Employment Programs--

Green Thumb, Inc.
1401 Wilson Blvd.
Arlington, VA 22209

National Council of Senior Citizens (NCSC)
Senior Aides Program
1511 K Street, NW
Washington, DC 20005

National Caucus and Center on Black Aged (NCBA)
National Director, SCSEP
1424 K Street, NW
Suite 500
Washington, DC 20005

Older Workers

Employment, Placement, and Public Awareness Information--

National Urban League
National Director, SCSEP
The Equal Opportunity Building
500 East 62nd Street
New York, NY 10021

U.S. Department of Agriculture
Forest Service
Human Resource Programs Director
PO Box 2417
Room 2117B
Auditors Building
Washington, DC 20013

Enforcement Agencies

Architectural and Transportation Enforcement Barriers Compliance Board
330 C Street, SW
Room 1010
Washington, DC 20202
(enforces Section 502 of the Vocational Rehabilitation
Act--Architectural Barriers Act of 1968)

U.S. Department of Health and Human Services
Office of Civil Rights
Office of Program Operations
330 Independence Avenue, SW
504 Washington, DC 20201
(enforces Section 504 of the Vocational Rehabilitation
Act--accessibility and handicapped employment)

U.S. Department of Labor
Employment Standards Administration
Wage and Hour Division
200 Constitution Avenue, NW
Washington, DC 20210
(enforces the Fair Labor Standards Act which determines minimum
wage in employment and subminimum wage certification in workshops)

U.S. Department of Labor
Office of Federal Contract Compliance
200 Constitution Avenue, NW
Washington, DC 20210
(enforces Section 503 of the Vocational Rehabilitation
Act--affirmative action)

U.S. Equal Employment Opportunity Commission
2401 E Street, NW
Washington, DC 20507
(enforces Title VII of the Civil Rights Act of 1964 which prohibits discrimination based on sex, race, religion, and national origin; enforces the Age Discrimination Act which prohibits discrimination based on age (40-70-year-old workers); and enforces the Equal Pay Act which prohibits discrimination based on sex)

Note: Many of these agencies also have state and regional offices which can be of assistance.

General Assistance

American National Standards Institute, Inc.
1430 Broadway
New York, NY 10018
(212) 354-3300

American Coalition of Citizens with Disabilities
1200 15th Street, NW
Suite 201
Washington, DC 20005
(202) 785-4265

Federal Programs Advisory Service
2120 L Street, NW
Suite 210
Washington, DC 20037
(202) 785-4265

Mainstream, Inc.
1200 15th Street, NW
Washington, DC 20005
(202) 872-1766

President's Committee on Employment of the Handicapped
1111 20th Street, NW
Washington, DC 20036
(202) 653-5044

U.S. Department of Education
Handicapped Concerns Staff
Washington, DC 20202

U.S Department of Justice
Civil Rights Division
Coordination and Review Section
521 12th Street, NW
Washington, DC 20530
(202) 724-2227

Legal Advocacy Centers

Disabilities Rights Center
1346 Connecticut Avenue, NW
Suite 1124
Washington, DC 20036
(202) 328-5198
(publishes NCLD newsletter)

National Center for Law and the Deaf
7th and Florida Avenue, NE
Washington, DC 20002
(202) 651-5454
Publishes NCLD Newsletter

National Employment Law Project
475 Riverside Drive
Suite 240
New York, NY 10115
(212) 870-2121
(Publishes *The Employment Law News*)

Travel

Access to the World: A Travel Guide for the Handicapped
Facts on File, Inc.
New York, NY

LTD Travel
116 Harbor Seal Court
San Mateo, CA 94404
(415) 573-7998

Travel for the Disabled
Twin Peaks Press
Box 8097
Portland, OR 97207

Accessibility
Minnesota Travel Information Center
Minnesota Office of Tourism
240 Bremer Building
419 North Robert Street
St. Paul, MN 55101
(800) 328-1461
(800) 652-9747 (in Minnesota)

Frommer's Guide for the Disabled Traveler: The United States, Canada, and Europe
Pasmantier Publishers
Simon and Schuster, Inc.
1230 Avenue of the Americas
New York, NY 10022